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ABSTRACT

The current Drake University faculty handbook contains information on the organization and administration of the institution including the faculty, the institutional government, the academic staff, academic rank, and academic freedom. Faculty responsibilities and relationships listed include the academic responsibilities and student-teacher relationships. Other areas discussed include services and facilities available and personnel policies of the university concerning appointments, salaries, payments; leaves, retirement program, fringe benefits, termination and dismissal. (JMF)

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DRAKE UNIVERSITY
FACULTY MANUAL

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
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1 ORGANIZATION AND ADMINISTRATION OF THE INSTITUTION

1.1 Faculty

1.11 General Faculty. The General Faculty includes the Faculty of Instruction, Administrative Officers and the Administrative Staff of the University. The President of the University is the Chairperson of the General Faculty.

1.12 Faculty of Instruction. The Faculty of Instruction shall include full-time University personnel engaged in teaching and research having the rank of Instructor, Assistant Professor, Associate Professor or Professor and not primarily engaged in administration.

The Faculty of Instruction shall be enlarged for purposes of Senate election to include professional personnel engaged in librarianship or as otherwise provided by Rules and Regulations of the University.

1.2 Government. The general outlines for the governmental structure of Drake University were established by the University's Articles of Incorporation, and the basic structure has undergone periodic changes, the latest of which are incorporated in the University Bylaws. These Bylaws provide for, establish, and regulate the system and guidelines that follow.

1.21 Organizational Charts. The basic structure of the administration of Drake University appears in the Organizational Charts distributed by the office of University Relations each fall. Designation and discussion of the administrative positions are found below.

1.22 Officers of the University

1.221 The Board of Trustees. The Board of Trustees, composed of ten Life Members, twelve Alumni Members, thirty Sustaining Members, and the President of the University, is the policy-making body of the University. Its powers and functions are set forth in the Articles of Incorporation and the Bylaws of Drake University. The annual meeting of the full Board is held in May, the semi-annual meeting in autumn. As a matter of practice the primary functions of the Board of Trustees are to:

- a. select a president, review his administration and, upon his recommendation, appoint all other officers both academic and financial;
- b. the Executive Committee and the Trustees of the University shall oversee the affairs of the University, which shall be conducted by the President and other officers of the University pursuant to the Articles of Incorporation and these Bylaws, and in cooperation with the faculties of the several colleges of the University.

- 1.221 The Board of Trustees (continued)
Drake University's general Catalog contains a listing of all Board of Trustee members, their affiliations, titles, and positions on the Board, including membership on the Executive Committee.
- 1.222 Administrative Officers
- 1.2221 The President of the University. The President of the University is the chief educational and administrative officer. The President is responsible to and reports directly to the Board of Trustees; manages the affairs of the University and executes its policies; and has the power to suspend or overrule action taken by any agency of the University other than the Board of Trustees.
- 1.2222 The Vice President, Academic Administration. The Vice President, Academic Administration assists the President in academic matters. As presently designated the Academic Division includes the nine colleges or schools, Cowles Library, the Registrar, the Admissions Office, Dial Center for Computer Services, Educational Media, Institutional Studies, and the Office of Grants Management. The Vice President, Academic Administration may attend any college faculty meeting and is to receive and keep a permanent record of the minutes of each faculty meeting.
- 1.2223 The Vice President, Business and Finance. The Vice President, Business and Finance assists the President in the business management of the University and is the contracting officer for the University.
- 1.2224 The Vice President, Institutional Development. As presently designated the Vice President, Institutional Development is responsible for the offices of University Relations, Alumni Relations, Publications, Corporate Relations, Parents Programs, Deferred Gifts and Development.
- 1.2225 The Vice President, Student Life. As presently designated the Vice President, Student Life is responsible for the offices of Career Planning and Placement, Student Development Services, Counseling and Testing, Student Residences, Financial Aids, Minority Student Advisor, Reading and Study Skills, Student Activity Center and Student Health Services.

1.3 Organization of the Academic Staff

- 1.31 Colleges, Schools, Divisions, Departments. Drake University is composed of nine colleges and schools: The College of Business Administration, The College of Education, The College of Fine Arts, The School of Graduate Studies, The School of Journalism, The Law School, The College of Liberal Arts, The College of Pharmacy, and The College for Continuing Education. These colleges and schools may consist of various departments and/or divisions.

While serving as an integral part of the total University, each of these colleges and schools has its own programs and administration, and, except for The College for Continuing Education and The School of Graduate Studies, each has its own faculty.

1.311 Executive Officers

- 1.3111 Deans. The Dean of each college is the chief academic and administrative officer. This appointment is made with faculty and other participation as provided in the Rules and Regulations. The Dean is responsible to the President of the University.
- 1.3112 Associate Deans. The Associate Dean, holding the academic rank at the Associate or Full Professor level, maintains responsibilities expected of the Dean; however, the Associate Dean is considered the second chief administrative officer of the college or unit and serves as the official administrative representative of the college in the absence of the Dean.
- 1.3113 Assistant Deans. The Assistant Dean normally holds the rank of Instructor, Assistant or Associate Professor and has the primary responsibility for student personnel functions of the college and those other areas which are specifically assigned. The Assistant Dean may represent the Dean at official functions and is fully responsible to the Dean.
- 1.3114 Assistant to the Dean. The Assistant to the Dean serves at the discretion of the Dean and is directly assigned to those activities which are deemed essential and necessary by the Dean.
- 1.3115 Divisional Coordinators. The Divisional Coordinator is appointed by the Dean after consultation with the chairperson of the Departments concerned. The Coordinators meet regularly with the Dean and are responsible for coordinating the activities and plans of the departments.

- 1.3116 Departmental Chairpersons. The Departmental Chairperson is the chief officer of the departmental faculty. The Departmental Chairperson is assigned by the Dean of the college following consultation with members of the department and of related departments. The Departmental Chairperson chairs department meetings, advises on salaries and promotions, appoints departmental committees, initiates curricular development and revision, assists in the recruitment of departmental faculty, and administers the budget of the department (if any). Appointments should normally be in conformity with department members' judgment.

The departmental chairperson is directly responsible to the Dean of the college.

For specific details see the appropriate College Handbook.

- 1.312 Accreditation. Drake University has been on the approved list of the North Central Association of Colleges and Secondary Schools since that association was established in 1913.

In addition to University--accreditation under the North Central Association, the following colleges, schools, and departments have been accredited by the agencies designated:

College of Business Administration accredited by The American Association of Collegiate Schools of Business.

College of Education accredited by The National Council for the Accreditation of Teacher Education.

Teacher Education Program approved by the State Department of Public Instruction.

The Law School accredited by The American Bar Association Council of Legal Education. Also a charter member of the Association of American Law Schools.

College of Pharmacy accredited by The American Council on Pharmaceutical Education.

Department of Music accredited by The National Association of Schools of Music.

Department of Chemistry accredited by The American Chemical Society.

1.312 Accreditation. (continued)

School of Journalism accredited by the American Council on Education for Journalism, News-Editorial and Advertising sequences.

College of Business Administration accredited by The American Assembly of Collegiate Schools of Business for their Master of Business Administration Program.

Department of Art accredited by the National Association of Schools of Art.

- 1.32 Faculty Meetings. The General Faculty convenes for its regular Annual Meeting on the last Tuesday in November of each year unless earlier called. Special meetings may be called by the President of the University. The President shall also call a special meeting upon the written petition of 30 members of the General Faculty.

The agenda of the Annual Meeting of the General Faculty shall include matters specified by the President of the University; a report on the financial affairs and fiscal condition of the University; the budget for the current academic year and financial plans projected for the next following academic year; and matters referred to the General Faculty by the University Senate or by the Board of Trustees or its Executive Committee. Meetings of the General Faculty shall be conducted according to Robert's Rules of Order, Newly Revised, 1970, or such rules as may be established by the General Faculty.

The Registrar of the University keeps and retains minutes of the General Faculty.

The General Faculty may refer matters concerning academic policy to the University Senate.

The business of the various colleges is transacted at meetings of their respective faculties or governing bodies upon call of the dean. Each college sets its own dates and rules but keeps accurate minutes of the meetings. A copy of the minutes of each meeting is transmitted to the Vice President, Academic Administration, within five working days of the date of such meeting.

1.33 Consultive and Deliberative Bodies of the Faculty

- 1.331 The President's Faculty Advisory Council. The President's Faculty Advisory Council consists of seven members of the Faculty of Instruction. Members are elected to serve one-year terms by the Faculty of Instruction from a slate of twenty-one nominees submitted by the President of the University. The

- 1.331 The President's Faculty Advisory Council. (continued)
President's Faculty Advisory Council advises with the President concerning new program, budgetary priorities and such other matters as requested. The President's Faculty Advisory Council meets bi-monthly during the regular academic year and on call of the President.
- 1.332 The Administrative Council. The Administrative Council is appointed by the President and serves at the President's pleasure. The Council has such functions as the President shall assign to it.
- 1.333 The University Senate. The University Senate shall be constituted as follows:
- a. The President of the University, the Deans of the colleges now existing or hereafter established and seven administrative officers of the University designated by the President shall be members;
 - b. Two members elected from and by the faculty of each college having full-time faculty;
 - c. Two members elected from and by the administrative staff of the University;
 - d. Nineteen members of the student body elected as prescribed in the Rules of the Senate;
 - e. Twenty-eight members at large elected from and by the Faculty of Instruction.

Senate elections are held in the Spring term in accordance with the Rules of the Senate. Elected members serve for one-year terms, and may serve for four consecutive terms. Elected members shall be seated as the University Senate after the third Wednesday in May of each year. Vacancies may be filled as provided for by the Rules of the Senate.

The powers committed to the University Senate shall be exercised in conformity with the policies expressed in the Articles of Incorporation and the Bylaws of the University. Subject to the ultimate authority of the Board of Trustees, the University Senate is the chief legislative body within the University. It has the following powers in addition to those elsewhere specified:

- a. To establish educational policy affecting the University as a whole.
- b. To enact academic regulations of uniform application. The University Senate shall exercise restraint not to intrude into the internal regulations of the colleges of the University.
- c. To recommend special actions to the President and the Board of Trustees.

1.333 The University Senate (continued)

- d. To establish policies concerning extra-curricular activities supported by the University.
- e. To establish standing and ad hoc committees. Persons other than members of the Senate may serve on its committees. Students shall be members of committees having student affairs concerns as determined by the Committee on Committees.
- f. To establish rules for the Senate, Robert's Rules of Order, shall govern the proceedings of the Senate unless otherwise provided.

No action taken by the University Senate, the Student Government, the several Faculties, or the General Faculty, shall establish or modify the budget of the University. The President and the Board of Trustees should determine budgetary action in light of established policies.

The President of the University shall be Presiding Officer of the Senate, and a member of each of its committees. The President may suspend action taken by the Senate by a written statement within 60 days of the action setting forth the reasons and asking the Senate to reconsider. If the President and Senate do not reach agreement on the matter within 45 days thereafter, it shall be submitted to the Executive Committee of the Board of Trustees by mutual agreement, or by action of the President, or by 2/3 vote of the Senate.

The Senate elects from among its members a member of the Faculty of Instruction to be Assistant Presiding Officer of the Senate.

The Senate elects from among its members a member of the Faculty of Instruction to be Chairperson of the Committee on Committees.

The Registrar of the University keeps a record of the proceedings of the Senate. General files of the University Senate and its officers are housed in the office of the Registrar of the University.

- 1.334 Committees of the Senate. The following committees are standing committees of the University Senate and are charged with appropriate duties and responsibilities: Committee on Committees, Educational Policies Committee, University Development Committee, Educational Services Committee, Board of Student Communications, Committee on Student Life, Committee on Business Affairs, Committee on Senate Rules and Operations, Human Rights Committee, Committee on Academic Freedom and Tenure, Athletic Council, Student Rights Committee, Committee on University Investments.

- 1.334 Committees of the Senate. (continued)
Committee on Professional Activities, Copyrights and Patents,
General Studies Council, and the Board of Tellers.

Standing committees of the University shall be Senate committees except committees of the Board of Trustees, committees and councils provided by the Bylaws and committees established by Rules and Regulations of the University. A committee having continuing function shall be a standing committee.

- 1.3341 The Committee on Committees. The Committee on Committees determines the constituency of all other committees and specified subcommittees of the Senate and regulates the Senate agenda. It consists of the President of the University, the Chairperson of the Committee on Committees, the Assistant Presiding Officer of the Senate, the Chairperson of the Committee on Students Rights, and five additional members, one of whom shall be a student selected by the Chairperson of the Committee on Committees and the President of the University in consultation with the Assistant Presiding Officer of the Senate and Chairperson of the Committee on Student Rights.
- 1.3342 Educational Policies Committee. The Educational Policies Committee shall recommend the establishment of policies for the University concerning the articulation and achievement of the educational goals of the University. Toward these ends, the Committee is concerned with educational planning, new all-University or inter-college educational programs, as well as the provision for continuous study of the various areas of educational activity and the development of such recommendations as will guide the University in effective direction toward its aims and purposes, and the good of the society it serves. The Committee shall be concerned with, but not necessarily confined to, the following areas and responsibilities: Purpose and programs, new faculty orientation, University calendar and schedule, international education, sabbatical leaves, and research and experimentation funds.
- 1.3343 University Development Committee. The University Development Committee shall recommend policies to guide the University in fulfilling the educational policies of the University. Its concerns should be in the areas of fund raising, alumni and parent relationships, and other University Development programs.

- 1.3344 Educational Services Committee. The Committee on Educational Services shall recommend to the Senate establishment of policies and practices on behalf of the University Senate regarding such instructional services as Educational Media, Library, Instructional Materials Production, Computer Services and Honorary Degrees.
- 1.3345 Board of Student Communications. The Board of Student Communications is a standing committee of the University Senate with the authority and responsibilities outlined in the policy statement on student communications.
- 1.3346 Committee on Student Life. The Committee shall recommend to the Senate desirable policies for student development. The Committee shall be concerned with, but not necessarily confined to, the following areas and responsibilities: student services, judicial review, student residences, orientation, financial aids, student fee allocations, off-campus speakers, and convocations.
- 1.3347 Committee on Business Affairs. The Committee on Business Affairs shall deal with such business concerns as insurance and retirement provisions, property maintenance, and landscaping. It shall also establish the policies which govern the use of the Faculty House.
- 1.3348 Committee on Senate Rules and Operations. The Committee on Senate Rules and Operations shall establish operational procedures for the orderly conduct of the Senate's business. It shall study and recommend to the Senate desired changes or amendments to the Bylaws of the University. The Committee shall ascertain whether Senate action has been put into effect and whether there is compliance with the Bylaws. The Chairperson of the Committee is the Assistant Presiding Officer of the University Senate.
- 1.3349 Human Rights Committee. The Human Rights Committee shall make recommendations to the Senate for changes in policies and practices within the University which concern the dignity and rights of any of its members. It shall assist the appropriate University officials in resolving conflicts between individual members of the University community. It shall exercise the judicial functions formerly exercised by the Off-Campus Speakers Committee.

1. 3350 Committee On Academic Freedom and Tenure. This Committee has seven regular members and alternates. Members of the committee and alternates are members of the Faculty of Instruction with tenure. Not more than one member of any department shall serve as a committee member or as an alternate at the same time. The Chairman is elected by the Committee annually in December. Alternates are called on to serve on the Committee in the order of preference provided by the electing authority. Committee members and alternates, except those elected for short terms to fill vacancies and first elected, serve three year terms. The terms of office are staggered on a basis of three-two-two with annual election.

1. The Committee has authority to appoint a lawyer to act as its counsel, the cost being borne by the University.
2. The Committee hears complaints brought before it and from time to time reviews the University procedures relating to academic freedom and tenure and recommends actions.

1. 3351 Athletic Council. The Athletic Council reports to the Senate and makes recommendations regarding policy and program to the Senate for action. It is responsible for formulating and enforcing policy regarding inter-collegiate athletics in which the University participates, and inauguration of new programs. The Council has jurisdiction over the scheduling of contests and granting of awards. Its membership consists of the Director of Athletics, Vice-President of Business and Finance, six persons from the Faculty of Instruction, three alumni, one of whom may be an employee of the University, and three students, one of whom may be a participant in inter-collegiate athletics. The Council meets regularly once a month during the academic year and at other times upon call of the chairman.

1. 3352 Committee on Student Rights. The Committee chairman shall be a student member of the University Senate selected by a caucus of the student members of the Senate. The President of the Student Body shall preside during the caucus but shall not be eligible for selection as the Chairman of the Committee on Student Rights. The Committee shall consist of six additional members of the student body. The Committee shall act as an ambudsman in behalf of the student body to assure adherence to University policy, procedures, and rules.

1. 3352 Committee on Student Rights (continued) reporting to the Senate as necessary, and the Committee may make recommendations to the Senate, Student Activities Board, the appropriate Senate Committee, or appropriate administrative officer.
1. 3353 Committee on University Investments. This Committee is composed of two faculty members, two student members and one member of the administrative staff. Its purpose is to make recommendations to the Committee On Investments and Finance of the Board of Trustees as to how the University should cast proxy ballots on shareholder or management resolutions of social significance when such resolutions are raised in anticipation of annual stockholders' meetings of corporations in which the University is a shareholder. It also acts as a clearing house for suggestions and requests from members of the University community regarding social responsibility in University investment policies.
1. 3354 Committee on Professional Activities, Copyrights and Patents. This Committee shall be appointed yearly by the Committee on Committees. Its membership shall consist of one member from each of the University Colleges. After the first year at least half of the members shall have served as members previous to the new appointment. The member from the Law School should be familiar with the law pertaining to copyrights and patents. The Chairperson shall be selected by the members for a two year term. The duties of the Committee are:
1. To devise and implement a procedure for evaluating, obtaining and developing any copyright, invention, or patent in which the University has an equity. Use of such procedure may be extended to faculty members with sole rights to a copyright, patent or invention.
 2. To receive a copy of all written agreements under the Disclosure requirements and to evaluate the equity rights provided for in such agreements.
 3. To determine the degree of the University's equity in copyrights, inventions, and patents developed as a result of University assigned and directed duties.
 4. Where disputes arise from University Copyrights and Patents Policy, such disputes shall be submitted to the Committee for equitable settlement. When considering such disputes the Committee shall be enlarged for the duration of the dispute by one member selected by each party to the dispute.

1.3354 Committee on Professional Activities, Copyrights and Patents (continued)

5. To review the University policy on University professional activities, copyrights and patents and to submit recommendations for change to the University Senate.

1.3355 General Studies Council. The Bachelor of General Studies degree is administered by the College of Liberal Arts. Policies governing the program are determined jointly by the College of Liberal Arts and an all-university General Studies Council.

1.3356 Board of Tellers. The Board of Tellers is responsible for organizing and conducting the annual Senate elections. The Board also assists the President of the University in the election of the President's Faculty Advisory Council and any other such elections as directed by the Senate.

1.3357 All-University Appeals Committee. This committee was established by Senate Motion 75-49 in April, 1975. The charge to the Committee and fixing of its membership are tasks to be taken up in September, 1975.

1.335 The Faculties. The Dean of each college having a faculty shall, with the advice and consent of that faculty, establish a governing body which shall be the chief legislative body of the college. The authority of the faculty governing body shall extend to all academic affairs of the college, subject to provisions as stated in the Bylaws of the University and the appropriate college handbook.

1.336 The Graduate Council. The Graduate Council is the faculty governing body of the School of Graduate Studies. The Council meets at least twice during the academic year as determined by the Dean of the School of Graduate Studies and the Council, with special meetings subject to call by the President, the Dean, or ten or more members of the Graduate Council.

1.337 The College for Continuing Education Council. The College for Continuing Education Council shall function as the faculty governing body of the College for Continuing Education. They are to recommend policy and program, approve new courses, and recommend certificates, as well as serve as a communications channel between the College for Continuing Education and the other colleges and faculties.

- 1.338 The Student Government. The Student Body of the University shall elect in a general election eight members to the Senate by March 29 each year. The elected Student Body President and the elected Student Body Vice-President shall serve as members of the Senate. The Student Activities Board shall be responsible for conducting the election. In addition, each undergraduate college, the School of Law, School of Graduate Studies and The College for Continuing Education shall elect one student to the University Senate. Each college shall be responsible for conducting its election in accordance with the calendar for Senate elections established by the Senate.

1.4 Academic Rank

- 1.41 Ranks. The regular faculty ranks at Drake University are: Professor, Associate Professor, Assistant Professor, and Instructor. See Section 1.421 for persons eligible for tenure.

Nationally prominent scholars who contemplate continuing relationship with Drake may be honored with the title "University Fellow." This relationship will normally be consultative and without compensation, although it is possible that a Fellow might also be asked to teach part-time for compensation. The candidate for this position must bring distinction to the department and to the college of appointment; must have demonstrated specialized competence which would enrich both students and faculty in the department of appointment; and should be available for intermittent residence on the campus, sharing research, teaching, and consultative competence. To University Fellows, the University will provide a "home base" for research and study.

Fellows will be entitled to faculty discounts on tickets for athletics and other special events.

The appointment shall be an annual one, subject to continuation by mutual agreement. This title will be granted upon the request of a college faculty, conveyed by the Dean, approved by the Council of Deans, and subsequently by the President and the Board of Trustees. The number of Fellows in each college will be flexible according to the desires of the approving bodies. There shall be no stipend incidental to the appointment.

Outstanding men and women in the community who agree to teach with pay one or more courses on a continuing basis either during the day or in the evening, may be considered for appointment to the rank of "Adjunct Professor." This title will be granted upon the request of a college faculty and approved by the Dean, the Academic Vice President and subsequently by the President and the Board of Trustees. Adjunct Professors and University Fellows shall be governed by the same principles with the following exceptions:

1.41 Ranks (continued)

Adjunct Professors will normally be assigned a specific task for a specified period of time; Adjunct Professors will more often receive compensation for the completion of a specific assignment; Adjunct Professors will be approved by the Academic Vice President instead of the Council of Deans.

University Fellows and Adjunct Professors are listed in the University Catalog.

The teaching staff may also include acting, visiting, lecturing or other temporary appointees. Part-time appointees, including graduate assistants, are not eligible for tenure.

*Except for administrative officers in positions normally carrying academic rank (Deans, Academic Vice President, and President), full-time employees who teach part-time will be appointed Lecturers, and be ineligible for promotion. Part-time is here defined as being involved less than half-time in teaching and/or investigation.

*Full-time employees, who have been in the past appointed to an academic rank, may be eligible for promotion in accord with normal procedures of their Department and College.

The title "emeritus" will automatically be accorded to faculty members who retire after twenty or more years of service to the University. The University Senate may confer "emeritus" upon any retired member of the faculty.

1.42 Academic Tenure and Promotion. The Bylaws of Drake University adopted May 23, 1970, Article H, 5.1 state, "The tenure and faculty personnel regulations that have been recommended as standard by the American Association of University Professors are adopted as the minimum standards for Drake University." These minimum standards include the 1940 Statement on Academic Freedom and Tenure, the 1958 Statement on Procedural Standards, the 1968 Recommended Institutional Regulations on Academic Freedom and Tenure, the Standards for Notice on nonreappointment of the Fiftieth Annual Meeting, and those portions of the statement on government of colleges and universities adopted in 1967 relevant to faculty personnel policies. See Appendix A-E.

1.421 Conditions of Academic Tenure. The term "Academic Tenure" means employment by the University to the age of retirement except for cause as outlined below. (1) No person shall be eligible for tenure unless appointed as a full-time member of the Faculty of Instruction. (1) See Section 4.931.

1.421 Conditions of Academic Tenure (continued)

No persons shall be appointed to a college or departmental faculty without the express recommendation of the faculty governing body or bodies having jurisdiction of appointment, promotion, retention and tenure.

Persons holding faculty rank without a college appointment and not having tenure may be absorbed, if financially feasible, in the Faculty of Instruction with such appointment upon termination of their administrative or staff appointment, when such opportunity is requested, in a role consistent with competence and the curricular needs of the University. After such appointment, tenure may be acquired in the ordinary course.

- 1.422 Limitations for Academic Tenure. The total period of full-time service prior to the acquisition of continuous tenure will not exceed seven years, including all previous full-time service with the rank of instructor or higher in other institutions of higher learning, (except that the probationary period may extend to as much as four years, even if the total full-time service in the profession thereby exceeds seven years; the term of such extension will be stated in writing at the time of initial appointment.) Normally four years of service at Drake will be required prior to granting tenure, except with special approval of the Board of Trustees. Faculty appointed prior to September of 1973 shall not be adversely affected by these provisions.

The terms and conditions of every appointment to the faculty will be stated in writing to the faculty member.

With the exception of special appointments clearly limited to a brief association with the University, and reappointments of retired faculty members on special conditions, all full-time appointments to the rank of instructor or higher are of two kinds: (1) probation appointments; (2) appointments with continuous tenure. During the probationary period the appointment document will contain a statement of the year in which the faculty member will be eligible for tenure.

Time spent on leave of absence will count as probationary period service unless the individual and the President of the University agree to the contrary at the time leave is granted.

1.422 Limitations for Academic Tenure (continued)

If the condition of employment is changed from "acting" or "visiting" to one of a probationary appointment, the time served in an "acting" or "visiting" capacity shall be considered as part of the probationary period.

1.423 Recommendation for Academic Tenure. The University Senate has recommended:

- a. that each college form a faculty committee on promotion and tenure from among its tenured faculty to serve as advisors to the dean on these matters;
- b. that each college form a student advisory board to meet and make recommendations to the dean regarding the granting of promotion and tenure to eligible faculty of the college.

Recommendations shall be based on individual merit, educational needs and resources of the University. A faculty member's effectiveness as a teacher, research and scholarly activities, publications and other creative works, recognized leadership in the field, service and contribution to the University, and service to the community are the criteria for promotion and the acquisition of tenure.

Based on recommendations from appropriate college committees and his/her own evaluations, the dean of the college shall make recommendations for tenure to the President of the University. In the case of tenure for a librarian, not eligible for tenure as a member of a college faculty, the Director of Libraries, upon recommendation of the appropriate committee of the ranked faculty in the libraries under his/her direction, shall make recommendation for tenure to the President of the University. Upon approval by the President, the recommendation for tenure will then be submitted to the Executive Committee of the Board of Trustees for final approval.

1.424 Dismissal of Tenured Faculty. Tenured members of the faculty shall be dismissed only for one or more of the following causes:

- a. Incompetence
- b. Moral Turpitude
- c. Persistent inattention to duty
- d. Intransigent refusal to conform to University processes or policies when such behavior generates jeopardy to the University.

1.424 Dismissal of Tenured Faculty (continued)

- e. A bona fide financial exigency
- f. Discontinuance of a program or department of instruction. (As passed by the University Senate on May 7, 1975 and subject to the approval of the Board of Trustees at its October 24, 1975 meeting.)

1.425 Dismissal of Tenured Faculty under conditions of a bona fide financial exigency.

- a. Bona fide financial exigency is defined as a critical financial condition of the University as a whole, such that a failure to dismiss tenured faculty members would threaten the welfare of the University.
- b. Under conditions of a bona fide financial exigency, preserving the life of the University and protecting the welfare of the students and remaining faculty shall be the fundamental policy objective in decisions concerning dismissal or retention of faculty. "Consistent with this broad policy, decisions concerning dismissal of tenured faculty"* will be governed by the following principles:
 - 1. Except as essential to maintain programs, non-tenured faculty will be released prior to the dismissal of any tenured faculty.
 - 2. Except as essential to maintain programs at the highest quality level consistent with the current faculty available at Drake University, tenured faculty will be released in inverse order of seniority, with seniority defined as length of service to the University.
 - 3. The faculty member concerned will be given written notice not less than one year in advance or salary in lieu thereof.
 - 4. Both prior to initiating dismissal proceedings and thereafter the University will make every reasonable effort to place the faculty member in another suitable position.
 - 5. The released faculty member's place will not be filled by a replacement within a period of two years unless the released faculty member has been offered reappointment and a reasonable time within which to decline it.

1.425 Dismissal of Tenured Faculty under conditions of a bona fide financial exigency. (continued)

6. Benefits held by a dismissed faculty member under Section 4.8 of the Faculty Manual (revised, November 1, 1970) shall continue for the living dependents of a dismissed faculty member unless comparable benefits are acquired by the dismissed faculty member as incidents of a subsequent position. Benefits shall be acquired in accordance with Section 4.823 of the Faculty Manual (revised, November 1, 1970).
7. For purposes of retraining, a dismissed faculty member may pursue without charge a degree program or other approved program of study offered by the University for which he/she enrolls within one year following dismissal.

*1.4251 Dismissal of Tenured Faculty under conditions of a discontinuance of a program or department of instruction.

Where termination of an appointment with continuous tenure is based upon discontinuance of a program or department of instruction in accordance with Bylaws Article A. Sections 9.3 and 9.4, the following standards and procedures will apply.

- A. The decision to discontinue a program or department of instruction will be based solely upon educational considerations as determined by the faculty, administration and governing board of the University as provided for in the Bylaws and Rules and Regulations of the University. (NOTE: A proposal to discontinue a program or department on grounds of financial exigency must meet the standards of Section 1.4251 above. 'Educational considerations' do not include cyclical or temporary variations in enrollment. They must reflect long-range judgements that the educational mission of the institution as a whole will be enhanced by the discontinuance.)
- B. Before the administration issues notice to a tenured faculty member of its intention to terminate an appointment because of discontinuance of a program or department of instruction, the University will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be offered. If no position is available within the institution, with or without re-training, the faculty member's appointment then may be terminated with written notice of termination given not less than one year in advance or salary in lieu thereof.

1.4251 Dismissal of Tenured Faculty under conditions of a discontinuance of a program or department of instruction (continued)

- C. Dismissal of a faculty member who has tenure, on the grounds of discontinuance of a program or department of instruction shall be initiated by a formal statement in writing to the faculty member by the President of the University. This letter shall contain a statement of the factual data showing the need for discontinuance and the necessary relationship between the discontinuance and the dismissal of the faculty member. In all other respects procedure will be the same as in any other dismissal case, as detailed in 1.426 Section (a) Paragraph 2 below.
- D. Benefits held by a dismissed faculty member under Section 4.8 of the Faculty Manual (Revised, November 1, 1970) shall continue for the living dependents of a dismissed faculty member unless comparable benefits are acquired by the dismissed faculty member as incidents of a subsequent position. Benefits shall be acquired in accordance with Section 4.823 of the Faculty Manual (revised November 1, 1970).

1.426 Procedure for Dismissal of Tenured Faculty.

Section (a), Paragraph 1. When reason arises to question the fitness of a faculty member who has tenure the matter will be discussed by the faculty member and the appropriate administrative officers in a personal conference. The matter may be terminated by the mutual consent at this point; but if an adjustment does not result, an ad hoc committee selected by the Committee on Committees and including student representation shall informally inquire into the situation to effect an adjustment if possible. If none is effected formal proceedings to consider dismissal shall be instituted. A statement with reasonable particularity of the grounds for the proposed dismissal should then be jointly formulated by the President and the ad hoc committees; if there is disagreement, the President shall formulate the statement of charges.

1.426 Procedure for Dismissal of Tenured Faculty (continued)

Paragraph 2. The formal proceedings shall be commenced by a letter addressed to the faculty member by the President informing the faculty member of reasons advanced for the proposed dismissal, and that, if so requested, a hearing to determine whether or not the faculty member should be dismissed on the grounds stated will be conducted by the Academic Freedom and Tenure Committee. The faculty member shall be informed, expressly or by reference to published regulations, of his/her procedural rights. If a hearing is desired by the faculty member, he/she should respond in writing within twenty (20) days to the reasons advanced for the proposed dismissal in the President's letter. The President shall then file a copy of his letter and the faculty member's reply with the Academic Freedom and Tenure Committee. The Committee will then set a date for hearing.

Section (b). Dismissal of a faculty member who has tenure, on the grounds of financial exigency of the University shall be initiated by a formal statement in writing by the President of the University. This statement shall contain the same matter as the communication concerning formal dismissal proceedings for cause, except that in lieu of a statement of charges it shall contain a statement of the financial data showing a bona fide financial exigency and the factual data showing the necessary relationship between the financial exigency and the dismissal of the faculty member. In all other respects procedure will be the same as in any other dismissal case, as detailed in Section (a), paragraph 2, above.

1.5 Employment of Relatives

Drake University does not have an anti-nepotism policy.

1.6 Academic Freedom

Instructors are free to conduct their classes in their own manner, commensurate with the highest standards of the teaching profession. Every effort should, of course, be made to keep uppermost the objective of the course and the general objectives of the University. Faculty members are free to engage in research and publication of their own choosing, subject to fulfillment of their University commitments.

Faculty members writing or speaking as citizens are free to express themselves without censorship by the University. As educational officers of the University, however, they have the positive duty of being accurate, exercising appropriate restraint, showing respect for the opinions of others, and making every effort to clarify that they are not speaking for the University.

2 FACULTY RESPONSIBILITIES AND RELATIONSHIPS

2.1 Academic Responsibilities and Relationships

2.11 Faculty Participation in Admissions, Registration, and Enrollment

- 2.111 Statement on Admissions Policy. Drake University will consider for full credit the coursework of undergraduate transfer students from regionally accredited colleges and universities, including grades of "D," if the student has a cumulative grade point average of 2.0 on a scale of 4.0 or its equivalent. Decisions regarding specific courses needed to complete degree requirements will be made by the dean of the college.

The transfer student's entire record including high school performance, courses taken and grades earned at other institutions of higher education, SAT or ACT scores and the recommendations of those associated with the student will be considered in making the admissions decision.

- 2.112 Registration. The Registrar organizes a registration period, usually of two-day duration, at the beginning of each semester. Faculty members are expected to assist in every way toward an efficient and orderly registration.

This registration process accommodates freshmen not able to attend registration at Summer Orientation and allows other students to pick up class cards reserved for them and to complete the registration process.

Faculty members will be scheduled to work in various capacities during this registration period. However, their primary function is to advise students in appropriate programs of study. This advising may be of a general nature or may be within a specific major course of study.

During registration a student may register to audit classes as well as to take courses for credit. The tuition fee applies to courses audited the same as if they were to be graded courses, and they are counted as part of the total work load which students are permitted to carry.

Registration for Law School, The College for Continuing Education and the School of Graduate Studies is scheduled independent of the above procedure. Dates are listed each semester in the "Schedule of Courses."

- 2.113 Early Registration. Early registration for second-semester freshmen and all classes above this level is conducted prior to

2.113 Early Registration (continued)

the termination of the previous semester. During the period specified by the college for early registration, the faculty member schedules advising conferences with advisees and conducts the registration according to the instructions set forth by the college. Student schedules are worked out at this time, and the class cards should be reserved for these students when they enroll the next semester.

In order to facilitate this procedure, it is suggested that faculty members procure from their Dean's office the registrants' files to employ in advising. These should be returned when the early registration is completed.

2.114 Class Cards and Class Lists. To be officially enrolled in a class, the student must have obtained a class card for that course and the student's name must appear on the official class list.

As soon as possible after the semester begins, the Registrar furnishes a class list for each course being taught. This is the official class roll and can only be changed through the receiving of "add" or "drop" cards from the Registrar's Office.

Students who are not officially enrolled or who have been dropped should not be permitted to attend class. A student may be dropped from class for non-payment of fees; upon payment of the fees and the approval of the instructor and the Dean, the student may again be permitted to attend class.

2.115 Changes of Program. In any readjustment of schedule, a student should fill out a Change of Schedule card. This is done both to add and to drop a course or courses.

In order to add a course to the schedule, the student must do it within a stipulated time period at the beginning of the semester. The procedure is to procure a Change of Schedule card from the Dean's office, a departmental office, or the Registrar's Office; to enter the course or courses to be added and to give additional information; to confer with the advisor concerning the addition and to get the advisor's signature indicating approval; to get the instructor's approval and signature needed for entry into the class; and to turn the card in to the Dean's office. If adjustment in tuition costs is needed, this must be made through the Cashier's Office.

A course may be dropped until the last date for a change of schedule without a grade, "W" or otherwise, being assigned to the course.

2.115 Changes of Program (continued)

In order to drop a course after the last day for a change of schedule, a student must have the approval of the Dean and advisor with the advice of the instructor.

2.116 Summer Orientation. All freshmen who have been admitted to Drake University for the following academic year are invited, along with their parents, to attend a Summer Orientation held on the University campus during the months of July and August.

They are divided into groups, and each of these groups is scheduled for a two-day program. The schedule normally provides for arrival of the participants between 3:00 and 9:00 P. M. on a given Sunday or Wednesday. Campus tours, meetings with Deans and Advisors are set up; there are testing sessions and general orientation meetings. On the second day, the student discusses the program, fills out registration materials, and, if so desired, pays tuition.

Members of the faculty are assigned by their Deans or departmental chairpersons to assist with the early registration of these incoming freshmen.

The freshmen who do not attend the Summer Orientation Program can register during the special Fall Orientation Program or during the regular registration period immediately prior to the commencing of the fall semester.

For returning students and transfer students there is a one-day Summer Orientation structured to provide: (1) meetings with faculty members and the Deans; (2) interaction with other students; and (3) careful, individual counseling.

2.12 Standards of Instruction

2.121 Length of Teaching Period. The academic year normally consists of two semesters of sixteen weeks each. The last week of each semester is devoted to final examinations. Classes for 3 hours credit meet for a 50-minute period on Monday, Wednesday, and Friday; or for a one-hour fifteen-minute period on Tuesday and Thursday. The College for Continuing Education classes usually meet for a three-hour period one evening (or on Saturday) each week.

For information concerning the Summer Session, see Section 2.6.

2.122 Teaching Load. Being highly diversified, Drake University does not have a single, University-wide, system of teaching loads. Variations reflect differing commitments to research, administrative responsibilities, advising responsibilities, tenure and experience, types of teaching assignments, disciplinary traditions, accrediting standards, and historical circumstance.

- 2.123 Recording and Reporting of Absences. Instructors are advised to keep daily attendance records, as well as performance records for their classes. Class record books may be secured for these purposes from the Dean's office. Students are expected to attend all classes and to be punctual in doing so. They are also expected to complete all assignments for classes that they must miss.

The individual instructor may set his or her own specific requirements in reference to attendance, but these requirements should be clearly and fully stated to each class at the beginning of the term. Any absences which the instructor considers excessive should be reported to the Dean's office; in any event, the instructor is asked to notify the Dean when a student is absent for more than a week. Being notified of the excessive absences, the Dean then makes the necessary inquiries and takes necessary action.

The Student Health Service sends a notice of absence to the dean of the college if a student has been or will be put on bed rest for two to three days or if the student is hospitalized. The dean of the college notifies the instructors of such absences. If the student is a patient of a local doctor, this physician should provide verification of illness either to the Student Health Service or to the dean of the college. A student who lives in a residence hall or fraternity or sorority may have his/her illness reported by the resident assistant or the housemother to the Student Health Service.

An instructor who wishes verification of a student's illness may do so by telephoning the Student Health Center.

- *2.1231 Absence for good cause. Faculty members are urged to provide an opportunity for students to make up work missed as a result of legitimate absences, including observances of religious holidays.

- 2.124 Absences of Instructors. Each faculty member has an obligation to be present for all class periods and for the full meeting each time. Classes should begin and end at the appointed times. Students may not be penalized by the instructor for disbanding when the instructor is more than ten minutes late.

If a faculty member is unable to meet class for any reason, such as illness or an emergency, he or she should advise the Dean and departmental chairman immediately. If possible, arrangements should be made for a qualified substitute to conduct the class. Whether the instructor supplies the substitute or not, information should be made available about the course content and assignments necessary to permit meaningful class sessions during the instructor's absence. If necessary the Chairman or Dean will attempt

- 2.124 Absences of Instructors (continued)
to find a substitute; if this is not done the Dean's office will have the responsibility for posting notification of class cancellation in the room where the class convenes.

2.13 Counseling and Testing

- 2.131 Counseling Center. Faculty members may refer to the Counseling Center, located on the ground floor of Morehouse Hall, any students with educational, vocational or personal problems, or they may receive consultative help on problems that may arise as they work with students.

Full-time psychologists staff the Center and consultative help is available for students and staff from a consulting psychiatrist.

- 2.132 The Testing Center. It is located on the ground floor of Morehouse Hall and affords the following technical services:
- a. the rapid IBM scoring of examinations.
 - b. the supplying of IBM materials.
 - c. a library of occupational information.
 - d. the administration of national testing programs, including the Graduate Record Examination, Miller Analogies Test, American College Test, the College-Level Examination Program tests, and examinations for entrance into law school, medical school, and graduate study in business.
 - e. consultant in the administration of group tests for academic advisory purposes.

- 2.133 Career Planning and Placement. It is located in Illinois Hall. It offers career counseling to underclassmen and career and employment counseling to senior students and alumni seeking teaching government, business and industrial jobs.

The services to students include: orientation meetings and seminars in occupational information and job finding procedures; registration and accumulation of personal data and reference files (credentials); arranging on-campus interviews for registrants with schools, business and industrial organizations and government agencies; maintaining a library of graduate school bulletins and information about graduate scholarships, fellowships and assistantships; maintaining a library of information on careers; listing job vacancy information; providing counsel and guidance in determining and achieving career goals.

The personnel of the Office of Career Planning and Placement is available to faculty members for class discussion and seminars. Faculty members are encouraged to advise their students of the services available to them through this office. The office is also a source of data on salary, supply and demand, follow-up on students as well as a source of contact for faculty with specific employers in all sectors.

- 2.134 Project CHESS. It is the intent of the Consortium of Higher Education of Special Services (CHESS) to identify those students who are enrolled in any one of the three participating institutions - Drake University, Grand View College, Des Moines Area Community College - and who meet the Federal Health, Education and Welfare low-income criteria, or who are physically handicapped, and to provide those students with the supportive ancillary services that may include one-to-one counseling both academic and personal; tailor-made tutorial programs; special reading and study skills programs, which will include programmed instruction; career placement and guidance; liaison with home and family; and, other services as individual needs might dictate. All institutional resources and facilities have been committed to this effort as total involvement of the institution is paramount to the success of the project.
- 2.135 Transitional Services Program. Students who, upon graduation from high school, are found by the Admissions Committee to need support in "bridging the gap" between high school and college may be eligible for the Transitional Services Program. This Program has been designed to help students increase their chances for success in college. After completion of either the summer or fall Program the student's admission to the University will be re-evaluated in light of the academic performance during the Program. Both individual and group counseling are provided throughout the program to help students make a successful adjustment to college.

2.14 Final Examinations and Grading.

The Registrar's Office publishes a final examination schedule, arranging a two-hour period for each class, and classes all should meet at the designated times and places whether or not an examination is given. Any deviations in the final examination schedule will require authorization of the Dean. *

The last class day prior to the beginning of the final examination period is designated as a "Day Free for Study," commonly called a "Dead Day." During this time, no committee meetings may be held, and classes do not normally meet. Individual colleges and faculty members may schedule voluntary review sessions for their classes, with the provision that attendance by students is voluntary and no new materials can be presented which will be included in the final examinations. Laboratory reports and term papers previously assigned may be assigned due dates during the Day Free for Study. No examinations or quizzes may be given during the Day Free for Study.

Each instructor has the responsibility for evaluating the work of the students. In order to accomplish this, an instructor should give the necessary quizzes, tests, and assignments. These evaluation processes should be designed to enrich the student's educational experience as well as to help the instructor determine a final grade.

Each instructor prepares, secures, administers, and grades his or her own examinations. Examination booklets are requisitioned through the departmental or Deans' offices.

2.141 System of Grading.

The following system of grading applies only to undergraduates. The grading system for the Law and Graduate Students will be found in their respective catalogs. *

Letter grades are awarded at the end of the semester. "Plus" and "Minus" grades are not recorded except for the Law School. The letter grade carries a meaning and a point evaluation which, along with the number of credit hours involved, determines a student's academic grade point average. In the instance of Honors Courses, a grade of "H" (Honors) is approved.

Revised August, 1974

*As passed by the University Senate on February 20, 1974

2.141 System of Grading (continued)

In this point system,

A	(Excellent)	= 4 Points
H	(Honors)	
B	(Good)	= 3 Points
C	(Fair)	= 2 Points
D	(Poor)	= 1 Point
F	(Failure)	= 0 Points
CR	(Credit)	
NC	(No Credit)	
W	(Withdrawal)	
NR	(No Grade Reported)	
AU	(Audit) - no academic credit desired	
I	(Incomplete)	
IP	(In Progress)	
S	(Satisfactory) - used in University College non-credit courses	
U	(Unsatisfactory) - used in University College non-credit courses	

The academic average is determined by dividing the number of quality points by the number of credit hours taken for which quality points are assigned, resulting in a cumulative average after the first semester.

Transfer credits are included in the total number of hours completed toward a degree, but do not enter into the grade average; only the work completed and the grade earned at Drake are counted in the academic average.

An undergraduate student may repeat a course without additional credit. The highest course grade, credits and quality points will be used in the computation of the grade point average. The lower grade for the course and the course information will remain on the official record but will be marked to indicate that it is not included in the cumulative grade point computation.

2.141 System of Grading (continued)

The grade of "I" indicates a student has not submitted all evidence required for a final grade. This grade of "I" should remain on the student's record until formally changed by the process initiated by the instructor and approved by the dean of the college in which the student is enrolled. The instructor giving a grade of "I" should write out the conditions which must be met to remove the incomplete and these should be filed with the dean of the student's college. The usual time limit for meeting these written conditions would be the end of the next semester in which the student is enrolled. The incomplete grade on the transcript will not be used to compute the student's grade point average, but once the incomplete is recorded it should remain as an incomplete until a change of grade form is initiated by the instructor and approved.

The mark of "IP" (Course in Progress) may be given in certain designated courses under special conditions where the mark of Incomplete does not accurately reflect the status of the student at the close of the semester.

The notation "NR" (Grade Not Reported) is shown on the grade report if the grades have not been submitted by the faculty member to the Registrar's Office at the time of grade publication.

2.1411 Credit-No Credit Grading Program. Students who have achieved sophomore standing and a 2.75 cumulative grade point average may elect to register for one course each semester to a maximum of 12 semester hours (of the total 124 hours required for the degree) on a credit-no credit basis. A senior with at least a 2.0 cumulative grade point average is eligible to take a maximum of two courses in one semester on a credit-no credit basis.

Students may elect any course in the University open to students who meet normal standards for admission to the course except: (1) a course which satisfies basic requirements; (2) a primary or related course applying to the major as defined by the department of the major. The student must indicate by the midpoint of the semester that the course is being taken on a credit-no credit basis. Students enrolled in a course on a credit-no credit basis may change to a letter grade through the midpoint of the semester. In order to earn a grade of CR it is necessary to achieve at the "C" level in a course being graded credit-no credit. "Performance of 'C' quality or above shall be graded as 'CR'." * Neither the grade of "CR" or

2.1411 Credit-No Credit Grading Program (continued)

"NC" is computed in the grade point average. The mark of "NC" will appear on the grade report and official records. Students registered for Credit-No Credit grading option will be indicated on the class lists for the convenience of faculty members.

2.1412 Freshman Grading Program. A freshman grading program has been introduced because there is a widespread belief that many of the academic problems experienced by freshmen are the result of not adjusting rapidly enough to college-level work. Freshmen or undergraduate students who have attempted less than 30 semester hours may be assigned a grade of "NC" instead of "F" except in such courses as may be specifically excluded by college action. The grade of "NC" is not computed in the grade point average. A student who repeats a course in which a grade of "NC" was earned and fails it again will be assigned the grade of "F".

2.142 Mid-Term Grades. Low-grade reports are submitted for all freshmen making a letter grade of "D" or "F" at the end of the 7th week of each semester. The specific date for submitting these will be determined and publicized by the Registrar's Office well in advance of the due date. Forms, with certain instructions for completion and distribution, may be obtained from the Registrar's Office.

The Dean's Office sends notices to parents of Freshmen only. Low grade reports to parents of students with sophomore, junior, and senior standing are made in response to direct inquiry by the parent.

It is recommended that these reports be distributed to students in such a way as not to embarrass the recipients.

2.143 Final Grade Reports. Final grades for the fall term are due in the dean's office at 8:00 A.M. on January 2. Final grades for the spring term are due in the dean's office at 8:00 A.M. on the fifth calendar day following the last day of the final examination period. Course grades for the first and second terms of the summer session are due at 8:00 A.M. on the fourth calendar day following the last day of the term. If University offices are closed at the time set by these dates, the grades shall be due at the time the University offices next open thereafter. Timely reporting of grades is essential because important decisions with respect to the status of an individual student are dependent on full and timely information about academic progress. The Law School is an exception to these policies.

2.143 Final Grade Reports (continued)

The Registrar sends final grades to parents of all unmarried day students who are full or part-time Freshmen and to the parents of all other students on request of the parent. The one-time request is repeated at the close of the fall and spring terms as long as the student is enrolled as an undergraduate student.

2.144 Changes in Grades. Faculty members should only request to change a grade when a clerical error is involved or when an "I" or "IP" is changed.

The change of grade must be submitted on a form supplied by the Registrar's Office, and it must be signed by the instructor and the dean of the student's college.

2.145 Probation Policy. The University expects students to maintain a grade point average of 2.0 (Cf. Section 2.141).

A student with less than a 2.0 cumulative overall or cumulative major department grade point average is placed on probation. Probation is removed only when the cumulative overall grade point average, the cumulative major department grade point average, and the combined major department and related courses cumulative grade point average the 2.0 minimum.

If a student's cumulative grade point average is between 1.7 and 1.99 after one semester on probation, the student shall be placed on extended probation for an additional two semesters. If the 2.0 cumulative grade point average is not achieved after three semesters on probation, or if the student does not markedly increase his grade point average during the second and third semesters on probation, the student shall be suspended from the University for one year, after which time the student may petition for readmission.

Exceptions to these policies on probation are made only with the concurrence of the academic dean and the advisor.

2.15 President's and Dean's Lists. Students registered at Drake University other than students in the Law School and School of Graduate Studies shall be recognized by publication of a President's List and Dean's List as follows:

1. Students qualify for recognition in one of the following manners:
 - a. If they earn 12 semester hours within one discrete semester.
 - b. If they earn 12 semester hours within any twelve-month period.

2.15 President's and Dean's Lists (continued)

2. Students must receive letter grades in at least 6 semester hours of the coursework under consideration.
3. Students with an "I", "IP", or "NR" grade in any coursework under consideration are not eligible for either the president's or dean's list.
4. The president's list will be defined as those students meeting all of the coursework requirements stated above and achieving a grade point average of 4.0.
5. The dean's list will be defined as those students meeting all of the coursework requirements stated above and achieving a grade point average of 3.50 through 3.99 inclusive.
6. The registrar's office will be responsible for the compilation of the president's and dean's lists.
7. When an "I", "IP", or "NR" grade has been resolved it will be the responsibility of the student's dean's office to place the student on the appropriate list.

2.16 Credit by Examination. Drake University participates in the College-Level Examination Program (CLEP). Credit toward graduation may be earned through these CLEP Subject and General Examinations. The first are essentially "end-of-term" or final type tests. The latter are tests of general educational development that may be described as "college-level achievement" tests.

The following is a list of requirements for the Subject Examination:

1. The Colleges/departments shall determine if credit shall be granted for CLEP Subject Examinations, if the optional essay examination is to be used, the amount of credit to be granted, and the minimum creditable scores.
2. Credit shall be granted to admitted undergraduate students who achieve a score on the CLEP Subject Examination that is at or above the mean score achieved by students in the national norm sample who earned a grade of C in a regular college course. Colleges/departments may establish a minimum creditable score higher than the mean score.
3. Admitted undergraduate students may not earn credit through a CLEP Subject Examination that corresponds to a course for which they have been enrolled past the mid-point of a term.

2.16 Credit by Examination (continued)

4. Admitted undergraduate students may not earn credit through a CLEP Subject Examination that corresponds to a two-semester course if they have taken one of the courses in the sequence.
5. The lowest creditable score shall be adjusted if national norms change. Students will be subject to the minimum creditable score prevailing at the time the examination is taken.
6. Credit earned by examination may not be counted toward fulfillment of the requirement that the last 30 hours be taken in residence.
7. These regulations shall become effective September 1, 1974.

The following is a list of requirements for the General Examination:

1. Admitted undergraduate students are eligible to be granted credit toward the first 66 semester hours of college work through the CLEP General Examination Program if they have attained the age of 22.
2. Eligible undergraduate students may be granted up to six semester hours of academic credit in each of the five examinations of the CLEP General Examination Program.
3. The lowest creditable score shall be the mean score achieved by college sophomores in the national norm samples.
4. Students will not be awarded credit for those CLEP General Examinations which duplicate credit earned previously by coursework or examination.
5. This policy is effective June 1, 1974.

- 2.17 Faculty Office Hours. Each faculty member should establish and maintain regular office hours in order that the faculty member may be readily contacted by both the students and staff. The departmental chairperson should be notified of these hours. Office hours should be posted on the office door and students should also be notified of these hours on or near the beginning of the semester.

The number of hours and the days and times for office hour will vary, depending on the nature of the individual's assignment and the requirements of the college or department. However, it is suggested that these hours be spaced, in terms of days and working hours, in such manner as to make the professor as accessible as possible.

2.2 Student-Teacher Relationships

2.21 Classroom Management

The individual faculty member is responsible for the management of the classroom. The faculty member should promote an atmosphere most conducive to learning. This situation is facilitated by promptness on his or her part in meeting classes during scheduled periods, practicing the necessary decorum, maintaining the proper control, and giving purposeful direction to the class.

Both faculty and students must adhere to University policy relating to admissions to class. Students must be initially enrolled in the class or must follow the designated procedure for late entry. Other schedule changes must be handled through the proper channels. The faculty member has the obligation to familiarize himself or herself with University policy on class enrollment and all points relating to the contractual employment.

The faculty member should know and obey city ordinances and University regulations in regard to smoking and should request students to do the same. Smoking is permitted in offices, lounges, and the hallways in most buildings. Smoking is not permitted in the classrooms, in the laboratory, or in other designated areas. It creates a major maintenance problem, as well as a fire hazard, in these areas. The faculty member should be familiar with emergency procedures related to fire, natural disasters, medical problems, or disruptions.

2.22 Advising and Counseling Activities

2.221 Student Advising and Counseling. Most faculty serve as academic advisors to students. As a rule, advisees are assigned by the Dean or by the department chairman. The usual procedure is for them to continue with the same advisors throughout their undergraduate careers. The number of advisees will vary with the college and department.

Among the advisor's duties are those of assisting advisees during registration, helping arrange schedules, approving readjustments of schedules, conferring on academic status including probation, and referral of advisees to the clinical services (Health, Psychological, Reading Improvement, Speech Clinic, etc.). The advisor has a major responsibility in assisting the student to select career goals and appropriate academic programs to achieve those goals.

2. 222 Organizational Advising. At Drake University the student organizational activity program is an important part of the educative process. Advising in this program is very important.

Nearly all organizations approved by the Election, Calendar, and Certification Committee of the SAB (Student Activities Board) have Faculty Advisors. These advisors, thereby, serve as the University's liaison with the student organizations.

The relationship between an organization and its advisor probably determines, at least to a large extent, the strength of this group's overall program. This does not mean that the advisor should assume the entire responsibility but rather that the advisor should help the student officers carry the burden of planning and executing a sound program.

To have been selected by an organization to serve as its advisor implies respect, a faith in the faculty member's leadership abilities, and a belief that the faculty member has something worthwhile to offer the organization. The faculty member who accepts such a position is undertaking a considerable task in addition to regular teaching, research, and other academic activities. However, it does provide the advisor with an opportunity for insights into students' behaviors and intimate contact not otherwise available. Many faculty members also regard this as an opportunity to exert a positive influence on the students' growth and development outside the classroom.

An advisor has three responsibilities: to the University, to the group, and to the individual student.

A faculty advisor's responsibilities to Drake University are to attempt to guide the program and procedure of an organization in accordance with the University regulations as stated in the General Catalog; to assist the group in maintaining and achieving its aims as a contributing force to the total educational program of the University; and to offer clarification and interpretation of University policies and regulations.

A faculty advisor's responsibilities to the organization are to keep well informed of the activities of the organization (this implies attendance at most, if not all, regular and special meetings, as well as frequent consultations with the officers on plans, programs, and problems of the group); to attend as many social functions of the group as his or her professional and personal life permits (presence and example will serve as excellent social training for the group's members, and the students' opportunity to meet the husbands and wives of faculty will increase their identity with them); to provide continuity to

2.222 Organizational Advising (continued)

an organization of "transients"; to assist with the establishment of policy, furtherance of past programs, and management of the budget; to offer assistance in the training of new officers; and to see that a group's program and achievements justify the time, energy and money of the student members and that within the group there exist opportunities for the students to learn and develop.

A faculty advisor's responsibilities to the individual are to see that each individual has an equal opportunity for the worthwhile and rewarding experiences of participation, and to make known to the individual members, as well as to the group as a whole, the advisor's interest and willingness to counsel and assist them.

Further information on this subject is available from the Office of the Student Activities Coordinator.

2.3 Professional Participation and Growth

- 2.31 Committee Work. A faculty member is normally asked to serve on several University, college, and departmental committees.

These assignments are made at the beginning of the academic year, and committee functions and duties are described. (For Committees of the Senate, see Section 1.334, for Committees of the Faculty, see Sections 1.336 and 1.337.

Each college and each department also has a number of working and policy-making committees to which assignments are made by the Dean or the departmental chairman at the beginning of each academic year.

- 2.32 Attendance at Academic Exercises. Academic processions are formed and led by the University Marshall, who is aided by Assistant Marshalls nominated by the colleges they represent. All full-time members of the faculty are expected to participate in the various academic exercises and part-time members are encouraged to do so. All who hold appointments for the second term of the summer session are expected to participate in the August commencement and others are invited. For the spring commencement and other special occasions, the trustees also join the procession.

Faculty members are required to wear cap and gown at these academic assemblies. These caps and gowns may be purchased through the University Purchasing Agent, or they may be rented through the University Bookstore by placing reservations well in advance. Each faculty member receives a reminder of the event through campus mail, the Quix and the Times-Delphic.

2.33 Participation in Professional and Learned Societies

- 2.331 American Association of University Professors. National membership in the American Association of University Professors (AAUP) is available to faculty members at Drake University. The membership fee, which is based on an individual's rate of income, extends the right to participate in organizational meetings and endeavors and to receive all issues of the AAUP Bulletin.

Drake University also has a local chapter of the AAUP on campus. Regular meetings of the local chapter are scheduled each year.

- 2.332 Professional and Learned Societies. The University promotes attendance at professional meetings and budgets limited funds for this purpose annually. Further, direct participation in these meetings by the faculty member, such as the reading of a paper, participating on panels, and organizing and administering programs is encouraged.

A faculty member attending and participating in a meeting has no power to bind the University in any respect.

- 2.34 Class Work. The faculty members at Drake are encouraged to participate in personal study, often involving attendance in formal academic classes. If a faculty member has not completed the doctoral degree, the University will usually require that the faculty member show satisfactory progress toward this degree, and will try to facilitate this study. The institution also expects those who have completed the advanced degree to keep current in their respective fields; the study involved is often best accomplished by classroom attendance, but may be done by attendance at institutes, conventions, conferences, etc. Faculty members are encouraged to apply for fellowships and grants to help finance their study, and they are permitted to enroll, with no tuition cost, for a limited number of hours at Drake University during each academic year (Cf. Section 4.821)

In addition to emphasizing the need for constant study within one's own area of specialization, the University encourages study in related areas.

2.35 Conferences, Institutes and Workshops.

- 2.351 Scheduling. Conferences, institutes and workshops are coordinated through the dean of the College for Continuing Education. Drake University has available classrooms, conference rooms, dormitory facilities, dining facilities, etc. to accommodate various events, meetings and continuing education programs. Faculty members are encouraged to develop conferences, institutes and workshops with the approval of the dean of their college and then to coordinate the proposal with the dean of the College for Continuing Education.

- 2.352 Conference Fees. Guidelines are needed in respect to charges and fees for conferences, institutes and workshops. This is done in consultation with the dean of the College for Continuing Education.

Programs charging registration fees will be administered by the College for Continuing Education.

- 2.36 Research and Publications. The University considers a reasonable participation in research and publication to be an accepted part of a faculty member's commitment. Although no definite guidelines are established in this area, research is seen as an essential part of personal growth and of preparedness for instructing on the University level, and publication is seen as a natural and desired outgrowth of this research. The University strongly encourages and supports both research and publication.

For a more complete discussion on this topic, see Section 3.5 of this Manual.

2.4 Financial Considerations

- 2.41 Educational supplies and Equipment. The Office Supply Store Room is located in Room 111, Old Main, and the Maintenance Store Room at 1422 - 27th Street. Purchase from the University stores should be made on Form P21, Stores Requisition, and signed by the Dean or Administrative Head.

All requests for supplies and equipment to be secured from outside sources must be submitted through the Office of the Purchasing Agent, Room 310, Old Main, to initiate the purchase.

Faculty and staff are not permitted to independently purchase supplies or equipment and then request payment.

University personnel may borrow, for academic use, available equipment from the Physical Plant Office. Only hauling costs will be charged. Organizations receiving financial assistance from the University (band, choir, etc.) may use available trucks. These must be operated by licensed University drivers. Private use of Drake equipment and trucks is prohibited.

- 2.42 Work Orders, Requisitions. Requests for services and for moving of material should be made by the Dean of the college or by the department chairperson on Form P11, Work Requisition. The order should be sent to the Work Order Center, Physical Plant Office, and a separate requisition should be submitted for each job to be done.

All requisitions must be approved by the Dean or Administrative Head.

2.42 Work Orders, Requisitions (continued)

They should bear the correct title and account number to which the cost is to be charged; also, they should indicate the estimated purchase price. They should be sent to the Office of the Purchasing Agent from which they are forwarded to the Accounting Office for approval as to available funds and accuracy of account number.

2.43 Travel Pay

2.431 Drake Faculty Travel Policy. The basic administration of travel policy for faculty shall rest with the office of the Dean of each college, and budget for faculty travel shall be allocated to the various colleges.

The faculty travel budget shall provide for a per diem and for a travel allowance. The per diem shall have a stated daily maximum, and the travel allowance shall be based on the lowest available air fare. The total of the per diem and travel allowance which each eligible faculty member may expect to be available shall be determined by the Dean of the college from available funds. This stated amount will, under normal circumstances, be considered the maximum amount available to any one faculty member. Additional funds shall be provided so that the Dean of a college may increase this allowable stated amount for a faculty member if circumstances for such an increase exist, in the opinion of the Dean. The stated allowable amount may not be reduced during the year in which the amount is to be operative, so long as the individual faculty member applies for and receives approval of travel prior to a reasonable date to be established and announced by the Dean of each college.

Air travel involving University business must be confined to the use of regular airlines or charter service. The University's liability insurance does not protect the University for injury or damage resulting from the use of aircraft that has been borrowed, leased, or owned by a University employee. Such aircraft may not be used in the conduct of University business.

University employees traveling or sojourning on University business are covered by an accidental death and dismemberment insurance plan which provides twenty-four hour per day coverage of \$100,000 per person.

The travel policy and the guidelines shall be published and be widely distributed to the faculty on an annual basis. The guidelines shall show the dollar amounts of the per diem and the stated amount of travel allocated to each eligible faculty member, and eligible faculty member shall be defined.

2.432 General Guidelines to be Followed. All full-time faculty members at or above the rank of instructor are eligible to receive reimbursement for travel expenses. This eligibility applies to faculty members on sabbatical leave as well as to those on campus at the time of the request. The allotment for individual faculty members at the instructor level is not a guaranteed minimum as in the case of those above the instructor level.

Although travel expenses are not paid for the wife or husband of the person drawing upon this source, related benefits are received as the costs for the individual faculty member (housing, travel rates, etc.) are proportionately higher than they are for two, yet the faculty member still draws travel pay to the extent allowable had he or she gone alone.

The travel allowance for each eligible faculty member is generally \$75.00. This sum, along with other guidelines, will be reviewed annually by the Deans of the various colleges, appropriate officials, and appropriate representatives of the faculty for necessary revision.

The faculty travel budget provides for a maximum per diem of \$34.00

\$14.00 is allowed for meals and all types of tips per day. If an individual does not spend the full day away from campus, the allowance for breakfast is \$2.50, for lunch \$3.50, and for dinner \$8.00. If away a full day, the amounts per meal may be of different denominations but may not exceed the allowance of \$14.00. A meal that is supplied on a plane will be subtracted from the per diem meal allowance.

\$20.00 per night is allowed for hotel bills and will be paid upon the presentation of a receipt. The faculty members seeking reimbursement will be asked to justify hotel bills exceeding \$20.00 per night. The faculty member's Dean will judge the validity of the justification.

If the faculty member travels by automobile, the reimbursement will be at the rate of 12¢ per mile or the lowest air fare, whichever is lower.

Each full day plus each part day may be added to determine the total number of days: for example, if a faculty member leaves at 10:00 A.M. Monday and returns at 3:00 P.M. Thursday, the days are four. The maximum applies to the total trip, not individual days within the trip: for example, if a faculty member spends \$20.00 on Monday and \$24.00 on Tuesday, the reimbursement may be \$44.00.

2.432 General Guidelines to be Followed (continued)

The faculty member applying for travel expenses should complete and submit in duplicate to the Dean of the college an "Application for Travel Grant". This action should be taken far enough in advance of the travel to permit the Dean to take the necessary actions on the application. Within 48 hours of completion of the travel, the applicant is to complete and submit in triplicate to the Dean of the college a "Travel Expense Voucher." Forms are also available for requesting a cash advance, if such is needed.

Instructions for completing the Travel Expense Voucher are detailed on the back of the Voucher. Receipts for hotel, registration for meetings, public transportation, and for any meal when more than the claimant is served must be attached to the Travel Expense Voucher. If receipts are not attached, the claim for reimbursement will not be allowable.

It is important that all amounts expended on a trip be reported on the Travel Expense Voucher, even though the reimbursable amount is exceeded. This information will provide needed verification for the claimant as a deduction for tax purposes and will aid the University in assessing needs for travel.

Travel Expense Voucher forms are furnished by the Accounting Office, Room 208, Old Main, and that office will also furnish, when necessary, such needed information as when the per diem is to begin and end, travel alternatives and payment procedures and amounts if air travel is not the mode of transportation used, a guide to what is expected in the way of receipts, and guidelines for completing all forms required by the Accounting Department of the University.

2.433 Travel in Conjunction with Recruitment. The following guidelines are to be followed in reimbursement of departmental chairpersons and Deans for expenses incurred when attending conventions for recruitment and for professional enrichment:

- a. Deans' travel for the purpose of faculty recruitment should be paid for from the Deans' travel budget under normal circumstances.
- b. In most instances the department chairperson (or a designate) who attends a national professional convention for the purpose of recruiting will have the expenses paid from the recruiting account. Authorization will require the advance approval in writing of the Academic Vice President.
- c. Additional travel to additional conventions by departmental chairpersons and designates may be funded from the college faculty travel account.

Further information on travel pay may be obtained from the Accounting Office, Room 208, Old Main.

- 2.44 Communications. The Drake University switchboard is located in Room 212, Old Main, and is open from 8:00 A.M. to 5:00 P.M. Monday through Friday and from 8:00 A.M. to 12:00 noon on Saturdays.

Requisitions for office telephones should be submitted to the Purchasing Department through the office of the Dean.

A Drake University Telephone Directory is published each Fall Semester by the Drake Business Office. It contains a listing of all faculty, staff, and clerical employees, their University extension numbers, their home addresses and phone numbers, and also University phone numbers and night connections. In addition, there is a section listing students by name and college.

Faculty may place long distance calls and may send telegrams in the transaction of University business; reporting on Form P29 if the call is to be charged to another account.

Personal long distance calls or telegrams must be charged to the home phone of the person placing the call.

2.5 Textbook Orders

- 2.51 Ordering Procedure. The Chairperson or a designated representative consolidates the departmental book lists and submits it to the appropriate Dean; from there it is sent to proximate book stores which will serve as purchasing and distributing agents. A copy is also sent to the Student Activities Coordinator for use by the Peoples Book Store.

Orders for textbooks for the Summer Session are sent to the Office of the Director of the Summer Session after they have been consolidated.

- 2.52 Desk Copies of Textbooks. Unless the college or department has other arrangements, the individual faculty member is responsible for obtaining desk copies of textbooks used each term. These are readily secured by contacting the publishing houses and requesting copies. Often these will have been obtained, as examination copies, in advance of their selection as textbooks. The bookstore placing the order is not responsible for obtaining desk copies and should not be requested to do so.

2.6 Summer Terms

- 2.61 Extent of Program. The Summer Session consists of two terms, interim terms, graduate terms, and workshops.

Course offerings are given in most fields. Selection of courses to be offered is made by the departmental chairperson, the Dean, the Director of the Summer Session, and the Academic Vice President, with due regard to a sound educational program, fiscal feasibility, and the interests of both students and teachers.

2.61 Extent of Program. (continued)

Evening classes are also offered during the summer. In addition, off-campus classes are scheduled at various locations.

2.62 Personnel Policies

2.621 Source of Faculty. In selecting the instructional staff, preference is given to full-time faculty members, but a summer teaching appointment does not necessarily accompany a nine-month faculty appointment. Faculty members from other institutions may be invited for special courses.

2.622 Teaching Appointments. The terms and compensation for Summer Session teaching may be included in the contract awarded in the Spring Semester preceding the commencing of the summer program, or separate contracts and compensation can be arranged with Summer Session faculty members. A normal full-time teaching load is two classes or six credit hours per term, and four classes or twelve credit hours per Summer Session. Appointments may be made for either or both terms of the Summer Session.

2.623 Remuneration. For information on this topic, see Section 4.22.

2.624 Student Load. Students are usually not permitted to enroll for more than six credit hours per term or twelve credit hours for the complete Summer Session.

2.7

Off-Campus Classes. Each semester the College for Continuing Education schedules classes which meet in selected in-state locations. These classes are usually staffed by full-time Drake faculty members who travel out from Des Moines to teach them. Compensation for teaching these classes usually is included in the annual contract of the full-time Drake faculty member.

Travel pay for the trips from Des Moines to the location of the class will be paid at the end of the semester or term. The amount of compensation will relate to the distance traveled. The rate of pay for the designated zones, for each trip, and for the complete semester can be gotten by contacting the College for Continuing Education or the Drake Accounting Office.

This travel pay, included in the last check, is considered as salary and is, therefore, subject to Withholding and Social Security Tax.

Assignments to these classes are made on the basis of the academic need, the availability of personnel, and the preference of faculty members.

Coordination of Activities with the Des Moines Public Schools.

Des Moines Public School officials will consider requests by Drake for (1) joint participation in projects, (2) access to Des Moines resources for purposes of research or training, or (3) for the endorsement of Drake applications for local, state, or federal supplemental funds which are being solicited on the basis of Des Moines participation in a program only if such requests have been submitted to the Des Moines-Drake Institute for review and coordination.

While the policies which call for project review pertain only to activities proposed institutionally, it is also possible that on some occasions the school system will refer back to the Institute proposals in which individuals from Drake might be involved with Des Moines personnel or programs on a consultative basis.

Procedures to follow when joint activity is being considered and there is a desire to involve the Institute prior to the development of a proposal (the recommended procedure):

1. Contact the Director of the Des Moines-Drake Institute - phone number 271-2802.
2. Have available a tentative description of the project or activity:
 - a. purpose
 - b. role of each institution
3. Where early contact is made the Institute will:
 - a. provide for review and feedback if desired.
 - b. assist in setting up appropriate communications concerning the project.
 - c. make available information which may have implications for the project.
 - d. assist in further development of the program if requested to do so by the initiator and/or the Institute's Policy Commission.

Procedures to follow when submitting a completed proposal for review:

1. Contact the Director of the Institute to make arrangements for a review of the proposal.
2. Present to the Institute - office located in Room 212, Howard Hall - the proposal in writing, including information regarding:

a. purpose	e. schedule (time line)
b. scope	f. administration
c. staffing	g. operational policies
d. financing	h. methods of evaluation

3.1 Faculty Communications

To coordinate efforts of various divisions of the University, numerous lines of communication have been developed. Among these are (a) the General Faculty Meeting, (b) faculty meetings held periodically on other levels, (c) faculty and staff orientation meetings, (d) staff conferences held on all levels, (e) the publication of the faculty and student directories, (f) the distribution of Quix, the official weekly news bulletin of the University which publishes announcements and information of value and interest to the faculty, and the Times-Delphic, (g) the distribution of the University Senate minutes to all faculty and Senate members, and (h) the distribution of the minutes of numerous committees of the faculty.

In addition, the Faculty Manual is designed to serve as a major instrument of communication, one which brings together much of the policy and many of the procedures and guidelines of the University and attempts to keep such information current. Other publications include the Student Handbook, the Guide to Business Procedure, and the handbooks or manuals of the individual colleges.

3.2 The Library*3.21 Library Card

Faculty and administrative staff members of the University use their Drake identification cards to check out Cowles Library materials.

3.22 Borrowing Privileges

Faculty members may borrow circulation materials without restriction. Reference materials may be borrowed only at the discretion of the Reference Librarian and for very short periods of time. Periodicals do not circulate.

At the end of each academic year a faculty borrower is required to return all books charged to him. Items which the faculty member wishes to continue to use may be reborrowed immediately.

3.23 Interlibrary Loans

Interlibrary Loan in Cowles Library is a function of the Reference Department. All interlibrary loan transactions may be conducted at the Reference Desk in the west room of the middle level. In addition to traditional interlibrary loan services, Cowles Library maintains memberships in the Associated Colleges of the Midwest Periodicals Bank, the Center for Research Libraries and the Iowa Library Information Teletype Exchange.

3.24 Reserve Books

Cowles Library offers three types of Reserve service: two-hour, two-day, and one-week. Reserve materials are shelved in a closed stack area and must be requested at the Reserve Desk by author and title. Copies of journal articles may be placed on Reserve.

Requests that materials be placed on Reserve should be submitted to the Reserve Desk Supervisor not later than two weeks before the beginning of each semester. The author, title, and call number should be submitted in writing for each library item to be placed on reserve. Those who make arrangements for reserving materials later in the semester must allow time to have their requests processed and implemented.

Materials are removed from the reserve shelves at the end of each semester, unless the faculty member requests otherwise.

3.25 Library Acquisitions

In addition to standing orders, selections for library acquisitions are made by the library staff and by the faculties of the several colleges.

Library material request cards may be obtained from the Office of the Director on the second floor of Cowles Library. The Head of Technical Services for Cowles Library should be consulted on questions of order procedure and the status of titles already on order.

Nearly immediate circulation of incoming materials is available. Library materials which cannot be fully cataloged immediately are processed within 48 hours in a very limited way, shelved in a special section and are available for circulation.

3.26 Book Budget

Allocations for the purchase of library materials are determined annually. The Director of Libraries, in consultation with the Senate Library Subcommittee, allocates funds to the individual Colleges and Departments.

3.27 Services and Facilities

Among the facilities available to faculty members are the following:

- a) Several microform readers are located in the microform reading area, top floor rear, of the library building. One of these machines is a reader/printer. There is a charge of 1¢ per exposure for its use.

- b) Photoduplication services are available whenever the Library is open. The photoduplication area is immediately adjacent to the Reserve Desk on the middle level of the library building.
- c) A typing room, equipped with outlets and tables is available. Individuals may bring their own typewriters to the Library for use in this room or may use one of the four manual typewriters provided by the Library.
- d) One small seminar room, seating a maximum of eight people, is available for irregular use. It may be reserved through the Office of the Director.
- e) Cowles Library has four small private studies. These may be reserved at the Circulation Desk on a first-come, first-served basis.

3.28 Branch Libraries

The College of Education maintains a Curriculum Library in the Center for Teacher Education. There is a Pharmacy reading room in Fitch Hall. The Law School operates a Library in the Carnegie Building. The holdings of each of these collections are reflected in the Cowles Library public catalog.

3.29 Gift Policy

Cowles Library is responsible for providing material and service to the Drake University community and selection of all materials is done within this framework of responsibility. Similar selection principles apply to gifts received and to material purchased by the library.

The library must be free to decide whether all or part of a gift should be integrated into the collection, treated separately, discarded, exchanged or given away. Normally, gifts with restrictions imposed as to markings, shelving, etc. are not accepted. Rare and expensive items will be respected and treated as such. Arrangements for handling these may be negotiated between the librarian and the donor.

Appraisals as to the monetary value of gifts cannot be made by the library staff. Since the library is an interested party in a gift transaction, an appraisal by a member of the staff could not be regarded as definitive or objective.

Teaching Facilities

3.31 Seminar Rooms. For groups of a restricted size, seminar rooms are available in various campus buildings, among these being the five seminar rooms in Meredith Hall and the three in Medbury Hall. These seminar rooms have a capacity of approximately seventeen. They are scheduled by the Registrar for use in many graduate seminar situations; for committee uses; for use during conferences, conventions, and workshops; and for various other purposes.

3.32 Educational Media Services. The Department of Educational Media Services is located on the ground floor of Cowles Library. The mission of this department is to assist the faculty of the University in locating, producing and utilizing all types of non-print educational media. The services of this department include the providing and/or operation of (1) educational media equipment, (2) educational media materials, (3) production of graphic materials, (4) production of photographic materials, (5) A Dial Access Information Retrieval System, (6) a Closed-Circuit Educational Television System, (7) Dial Access Learning Center, (8) Student Media Production Center.

3.321 Educational Media Equipment Services. The following kinds of equipment are available for use by faculty, staff and students:

- 16 mm projectors
- * 2 x 2 slide projectors
- 3 $\frac{1}{4}$ x 4 slide projectors
- *35 mm filmstrip projectors
- * 8 mm projectors (magnetic sound) super 8
- * 8 mm projectors (variable speed) super 8 and regular 8
- Overhead projectors
- Opaque projectors
- *Sound filmstrip projectors (automatic)
- *Filmstrip previewers
- *Tape recorders (including portable, battery operated recorders)
- Public address systems (portable lecterns)
- *Record
- * 8 mm projectors (cartridge) super 8 and regular 8

(*See paragraph 3.321 (a), below.)

Policies governing the use of equipment are as follows:

- a) All equipment which has an asterisk (*) in front of it must be picked up by the person desiring to use it and must be returned after its use, or obtained from the college or department having such equipment assigned to it. All other equipment will be delivered and set up in the classroom.

3.321 Educational Media Equipment Services (continued)

- b) All requests for equipment to be set up must be made at least 24 hours prior to the time it is needed. Faculty members will be responsible for picking up equipment and setting it up when service is requested without the required 24 hour prior notice.
- c) No equipment will be checked out for personal use.
- d) Equipment and materials can be made available to faculty for any off-campus event where the faculty member can be regarded as representing Drake University.
- e) No equipment will be checked out to students except for class work. A request must be signed by the instructor of the course before any equipment will be released to a student.
- f) Projectionists cannot be provided to project films for faculty members in their classes. Equipment can be set up, but the faculty member will be responsible for operating the projector.
- g) Equipment will not be checked out to student organizations which are not University sponsored. All requests for equipment or services by University sponsored student organizations must be submitted at least 48 hours prior to the time for which the equipment or service is requested. Request for services for weekends must be made by Wednesday of the week prior to the weekend for which it is requested. Request forms are available in the Student Activities Center. Request forms must be signed by authorized personnel in the Student Activities Center.
- h) All Educational media equipment owned by the University will be inventoried by this department. Colleges or departments having media equipment or purchasing media equipment for their own specific use must provide inventory information to this department. However, the college or department purchasing the equipment will retain the responsibility and control of this equipment.

3.322 Educational Media Material Services. A small film library is maintained in this department. Films not available on campus can be rented from film rental libraries. Each

- 3.322 Educational Media Material Services (continued)
college is allotted funds for the purpose of film rental. Films determined to carry excessive rental rates must be approved by the Dean of the College before they will be ordered.

Materials such as films, filmstrips, slides, transparencies, records, and tapes can be purchased with the funds allotted to the colleges for film rental if approval is given by the Dean of the college. Requests should be made to the Director of Educational Media Services.

- 3.323 Graphics Production Services. Services are available to design and produce various types of graphic materials including charts, graphs, signs and original artwork for slides and transparencies. A graphic artist is available for consultation on production of these materials. The cost of all graphics materials is charged against the allotment for media supplies which has been given to each college and division by this department. A service charge plus the cost of materials is charged for all graphics work done for grant sponsored projects and/or non-allotment University organizations. The cost for graphic services for non-allotment organizations and grant sponsored projects is handled by a journal voucher transfer of funds from the appropriate account of the recipient of the materials to the instructional supply account of this department.

Five working days must be allowed for the production of any original graphic materials.

- 3.324 Photographic Production Services. Facilities are available for the production of various types of photographic materials. These include 35mm slides, photographic transparencies for overhead projectors, 35 mm slide duplication, and black and white photographic prints. A professional photographer is available for consultation on production of photographic materials.

The cost of all photographic materials, including processing costs, is charged against the allotment for media supplies which has been given to each college and division by this department. A service charge plus the cost of materials is charged for all photographic work and for grant sponsored projects and non-allotment university organizations. The cost of photographic services for grant sponsored projects and non-allotment university organizations is handled by a journal voucher transfer of funds from the appropriate account of the recipient to the instructional supply account of this department.

3.324 Photographic Production Services (continued)
Five working days must be allowed for the production of any black and white photographic materials. Additional time should be allowed for production of photographic slides because of the added time needed for processing.

3.325 Dial Access Information Retrieval System. The Dial Access System is designed to provide students with automatic access to pre-recorded audio programs by dialing a number corresponding to the desired program. This system consists of the Dial Access Learning Center, located in Cowles Library, and the Program Center located adjacent to the Learning Center. The Program Center houses the tape recorders which serve as program sources and the switching equipment that is necessary to allow this system to operate. Student dial access stations are located on the east side of the ground floor in Cowles Library and in each of the residence halls (except Goodwin-Kirk), in addition to those located in the Learning Center.

Policies governing the use of this system are as follows:

- a) A program schedule is released each Monday morning. Programs are scheduled from Monday through Sunday unless otherwise indicated.
- b) Programs to be placed on the system should be brought to the Department of Educational Media Services by Thursday of the week preceding the week they are to be scheduled.
- c) Programs will be left on for one week unless otherwise requested.
- d) Programs may be designated as "on call" programs and can be made available to students on request to the Program Center Operator. This may be valuable when only a few students may desire to use a program. This eliminates the necessity of tying up a program source for seldom used programs.
- e) On call programs should be used judiciously as the Program Center Operator cannot handle a large number of requests.

3.325 Dial Access Information Retrieval System (continued)

- f) All programs stored in the Program Center are available on an on-call basis for use during evening hours on week days, and all hours of operation Saturday and Sunday. They should be requested by the individual from the Program Center Operator. On-campus student dial access stations may request these programs by dialing 'O'.

3.326 Closed-Circuit Educational Television System. The CCTV System provides the distribution of television programs to all major classroom buildings and residence halls on campus. The facility makes available programs originating on campus, as well as programs from commercial networks and video tape suppliers. A production studio for television and audio programs is maintained and made available for general campus use. This studio is located adjacent to Educational Media Services in Cowles Library. Faculty and staff desiring to use this system should begin by contacting our producer-director (see below).

The staff for this operation is made up of a television producer-director, whose duty it is to work with the faculty members in developing and producing new programs as well as updating existing materials; a television technician, who is responsible for our video taped relays and for assisting in program production; and a television engineer, who is responsible for the design and maintenance of our CCTV System as well as other major electronic installations on campus.

Policies governing the use of the CCTV System are as follows:

- a) Broadcast network programs can be video taped for delayed broadcast to classes, except for those expressly prohibited by the network. We are unable to store these programs for an indefinite period of time, as it is necessary to reuse the tape for other programs.
- b) All replays of telecasts must be scheduled through the TV producer-director on or before the Thursday preceding the week that it is to be broadcast. A schedule is released each Friday, listing all programs for the following week.

3.326 Closed-Circuit Educational Television System (continued)

- c) Motion picture films which are rented for use on campus will not be copied on video tape for future re-use or delayed broadcast. Faculty members need to be cognizant of the copyright laws in requesting the reproduction of any type of audio or visual materials.
- d) Several formats are available for reproduction of off-campus programs. They are: 3/4 inch video cassette, 1 inch Ampex helical scan, and 1/2 inch Sony (old format). Color reproduction is available only with the 3/4 inch cassette format.
- e) A special CCTV channel is provided to distribute information throughout the campus. Announcements to be placed on this channel must be submitted in writing to the producer/director at least 24 hours before they are to be shown. Educational Media Services reserves the right to select and edit all materials submitted.

3.327 Dial Access Learning Center. The Dial Access Learning Center is located in the Educational Media Center in Cowles Library. This facility is equipped with language laboratory equipment, as well as equipment for individual listening and/or viewing of silent and sound slide programs, silent or sound filmstrips, 8 mm and 16 mm films, dial access programs, CCTV and video taped programs, and reel to reel and cassette tapes.

A collection of non-print educational media is housed on open shelves in the Center. Some of these materials have been catalogued by Cowles Library and can be checked out by faculty and students at the Educational Media check-out counter. Materials may be placed on reserve by faculty members for assigned viewing and/or listening by their students.

3.328 Student Media Production Facilities. Faculty should be aware that graphics and photographic services are not provided for students by the staff of this department. A student media production center has been established to provide equipment for students to produce their own graphics and photographic materials. Available are 8 mm and instamatic type slide cameras, 35 mm cameras and copy-stand for copying materials onto slides, mounting and laminating equipment, and drawing equipment for doing original graphics. This department also provides a cassette duplicating service to students at a cost of \$.25 per tape. Facilities are available for students to copy audio materials from one format to another.

3.328 Student Media Production Facilities (continued)

Projection equipment is available to students for use in courses in which they are enrolled. The instructor in the course in which the equipment is to be used must sign the check-out form before students will be given any equipment.

3.4 Office Facilities

Offices are provided for all full-time faculty members. These facilities typically contain standard office furniture and equipment, including file cabinet, book shelves, desk and chair. Made available to faculty members are typewriter, duplicating facilities, basic reference material, miscellaneous supply items, and other office facilities. Supplies may be obtained from the office supply storeroom located in Room 111, Old Main; the requests for these supplies should be signed by the Dean or the departmental chairman (Cf. Section 2.41).

Most faculty offices are equipped with telephones; these are to be used primarily in transacting University business. Long distance calls must be charged to the individual's private telephone number, not the University's account, and are not made in carrying out official business of the school. Each faculty member and each office is supplied with a Drake University Telephone Directory. (For further information on telephone service, see Section 2.44.)

3.5 Research Opportunities

Drake University encourages research by all of its faculty and supports this research to the extent which sound budgeting resources will permit. The research may take the form of individual projects and contributions, group projects, or graduate student projects. Research activities are usually expressed and measured in publications or other creative work, but planned and unpublished research is also significant. Faculty members should keep their deans and the Academic Vice-President advised of their research projects and of resulting achievements. If publications result, the faculty members should send copies to the University library.

3.51 Time Allotted

Most teaching schedules are so arranged as to allow time for professional research. Also, sabbatical leaves are granted to qualified personnel, and these faculty members are encouraged to use this time for research studies. In addition, most faculty members have a nine-month teaching appointment and, therefore, are often free to carry on research projects during the summer months; this possibility has been furthered by the optional twelve-month salary plan.

3.52 Funds

3.521 The Drake University Research Council. A primary aim of the Drake University Research Council is to allocate funds to enable members of the faculty to undertake, pursue, and complete, in whole or in part, worthwhile research and creative projects.

The monies administered by this Council are intended to supplement, not substitute for other regularly available or budgeted funds. However, the Council will consider grants to aid projects while other sources of financing are pending or being promoted.

Funds are granted to be applied directly to the furtherance of a specific research project. This includes expenditures for travel and/or sustenance, the acquisition of books, articles, manuscripts, facsimiles and reproductions, and other subject matter, clerical assistance, and other customary needs. The specific need and appropriateness of support for such items will be stated in the application.

The Research Council may allocate a fund as reimbursable where the applicant may stand to make significant personal profit in commissions, royalties and fees directly consequent to the successful issue of the supported research.

The applicant may secure the necessary forms from the Dean of the School of Graduate Studies. When these have been properly completed, the forms should be submitted to the chairman of the department or to an immediate supervisor. The departmental chairman should sign and forward all copies of the application to the Dean of the College with appropriate supporting information.

The academic Dean shall sign and forward all copies of the application to the Chairman of the Research Council. The decisions of award of the Research Council shall be arrived at in consideration of its announced policy and priorities, but these shall not exclude other relevant considerations of the Research Council. The final decision shall be the prerogative of the Research Council in the light of all available comments and appraisals.

3.521 The Drake University Research Council (continued)

The Research Council will take active steps to implement and encourage appropriate research activities in the University. To this end the Research Council may invite expert advice from both individuals and establishments of the University with regard to the feasibility of new or conventional lines of investigation and development, appraisals of the adequacy of particular facilities and other information helpful to the rapid exploitation of research opportunities.

In the case of any grant by the Research Council which equals or exceeds \$250, the recipient shall present a written report to the Council summarizing the use and evidences of achievement resulting from use of the funds. This report is due within 90 days following the completion of the project supported by the grant.

If the grantee finds that the project will continue past the terminal date specified in the request, application may be made to the Research Council for an extension, such application to be submitted prior to the terminal date.

The grant will be valid only during the time of the grantee's affiliation with the University.

Publicity on all grants through the Research Council should be released through the Office of University Relations.

For further information on the Research Council, see the "Policy and Procedure for the Grant of University Research Funds," the "Administrative Guidelines," and the "Standards for Proposals." These may be obtained from the Dean, School of Graduate Studies.

3.522 Summer Research Fellowships. The Board of Trustees has established a limited number of Summer Research Fellowships.

The fellowship is to be paid directly to faculty members and, under most circumstances, up to \$300 per month of the fellowship is nontaxable income. At present there is a lifetime limit of 36 months of such income.

The faculty member is obligated to spend full time on research during at least one term of the Summer Session and to write a brief report to the Dean and the Academic Vice President on research activities during this period.

The decisions about allocation of these fellowships are to be made from applications submitted to the Dean of the appropriate college, and possibly with the advice of the faculties. The recommendations of the Dean should be submitted to the Office of the Academic Vice President.

3.523 Other Research or Program Grants. The deans of the various colleges of the University have the following responsibilities and obligations in the preparation and submission of proposals, including preliminary documents which may become contractually binding at a later date.

1. The dean will assure that proposed research and/or training is consonant with the objectives of the University - the college and the over-all academic program of the institution.
2. The dean will assure that the quality of the proposal is sufficiently high to be a credit to the University.
3. Where proposals are otherwise acceptable but involve entry into new or questionable fields of effort or require a substantial increase in funding, personnel, equipment, or space allocations, the dean will assure that such proposals have been discussed with and approved by the Vice President for Academic Administration prior to being transmitted to the Office of Grants Management (hereafter referred to as the Grants Office). Dr. Louis F. Heger (3789) is the Director.
4. The Grants Office will examine each proposal and review the contractual and/or legal agreements, the budget and other financial arrangements.
5. The Proposal Review and Approval Form will be originated, expedited and retained by the Grants Office. No proposal will be submitted to a potential sponsor until it has been reviewed and approved:
 - (1) by the appropriate dean,
 - (2) by the Vice President for Academic Affairs,
 - (3) by the Vice President for Business Affairs, and
 - (4) by the President of Drake University.

Actual transmission to the appropriate sponsor will be made by the Grants Office.

In developing proposals, active and substantial assistance may be given by the Vice President, Institutional Development, and the Dean of the School of Graduate Studies. The Grants Director keeps abreast of funding opportunities from government agencies and visits Washington regularly. The Office of the Vice President, Institutional Development, maintains files on foundations and is in constant dialogue with many foundations that support faculty research. The Dean of the School of Graduate Studies regularly maintains information on post-doctoral research opportunities and many other programs.

- 3.523 Other Research or Program Grants (continued)
Assistance in the drafting and typing of research proposals is available from the Grants Office.

- 3.524 Experimentation Fund
The Executive Committee of the Board of Trustees annually allocates financial resources to the Experimentation Fund. These resources are to be used to encourage Drake University faculty in the development of a more vital curriculum and educational environment. Faculty members are encouraged to make applications for grants to the Chairman of the Experimentation Committee. The specific dates for applications and allocations are published well in advance by the Committee.

Further information on this fund may be obtained by contacting the Executive Secretary of the Experimentation Fund Committee.

- 3.53 Copyrights and Patents
Course materials prepared by an instructor, whether duplicated at the University or elsewhere, may not be sold to the students for profit, except through channels approved by the Dean and the Vice President, Business and Finance. The instructor may mark such material for private distribution or may copyright it for his own protection.

- 3.531 General Policy*
The relationship between Drake University and members of University community, including teaching, scholarly activities, professional and academic service, and outside activities, is expressly recognized as synergistic, and the University encourages such relationships and outside activities as bring mutual benefits to the University and its members. Specifically, the University encourages members to offer professional advice and services in areas in which they are qualified to those institutions, agencies, or entities, either public or private, which may find such advice and service of interest; to serve as officers or as members of committees of learned, professional, or scientific societies; to present addresses or performances in areas of their expertise; to conduct research and to prepare and publish results of their studies; and to engage in such other outside activities as become available. Any such activity, as well as other ordinary private business of University members, is not considered to be a subject of regulations of the University, provided such activity does not directly damage the prestige of the University, provided it does not diminish the performance of assigned University duties, and provided no significant use is made of University facilities and resources. The payment of salaries, scholarships, or fellowships, or the use of office or other University facilities in the performance of normal activities shall not be deemed significant use of University facilities.

Revised August, 1974

*As passed by the University Senate on February 20, 1974

3. 531 General Policy (continued)

Personal responsibility, integrity and high ethical standards are the principal factors in avoiding conflicts of interest. The University expects that each member of the University community will conduct outside activities in a manner which reflects credit on the individual, the profession, and the University, without need for specific criteria or rules of conduct.

3. 532 Disclosure*

Liaison between a staff member and the Dean and department head is the principal means of communication and disclosure relative to matters involving outside professional activities. It is the obligation of each staff member to keep the Dean and department head continuously informed in adequate detail as to all outside professional activities, service on internal committees, and other special assignments. It is the further obligation of each staff member to discuss with the Dean and department head the assumption of outside activities which are new in scope or kind, before entering an agreement to undertake them. This is particularly true of those outside activities, such as direct and active management obligations in outside business entities, which may be normally seen as incompatible with the performance of University obligations. Any claim by the University in copyrights, patents or remunerations resulting from outside activities shall be asserted at the time of disclosure. Situations of unusual complexity or those incapable of satisfactory resolution between a staff member and the Dean and department head may be referred to the Committee on Professional Activities, Copyrights and Patents, either by the Dean or department head or by the individual concerned. In addition to the foregoing, each Dean or department head should customarily ascertain in writing, at least annually, the nature and extent of the outside professional activities of members of the department, not including, however the income derived from such activities. The primary purpose of this type of inquiry is to keep the Dean and department head informed, and the information so disclosed will be kept confidential insofar as the activities of any individual are concerned. Without impairing its privileged nature or the privacy of any individual, such information provides on an overall basis a meaningful profile of the nature and extent of outside professional activities, thus providing a fuller understanding by the Faculty and Administration, and the Committee on Professional Activities, Copyrights and Patents.

Revised August, 1974

*As passed by the University Senate on February 20, 1974

3.533 Standards*

The University expressly encourages such activity by members as may result in copyrights, patents, and remuneration, subject only to the aforementioned provisos. The University recognizes it will have no claim to copyrights, patents, or remuneration produced by University members without significant use of University facilities and resources or without direct financial support, from University funds, for the special activities leading to the copyright, patent, or remuneration.

The University may claim joint rights to copyrights, patents, or remunerations resulting from outside activity of its members in those situations where the University provides partial support of an individual effort resulting in such copyrights, patents, or remunerations. Such support may be in the form of contributing significant faculty time, facilities, or University resources. Where the University makes such a claim the proportion of individual and university rights shall be negotiated and determined at the time of disclosure.

Right of ownership of copyrights, patents, or remuneration shall belong to the University where such material is developed as a result of assigned university duty. It may be appropriate in some circumstances for the University to share the benefits received from such material with individual contributors to the development of the material. Where the University makes such a claim, the degree of such sharing shall be negotiated and determined at the time of disclosure.

No grant or contract for research shall be accepted by the University unless there is a written agreement concerning the rights of the University and University members in any copyright, patent or remuneration as a result of such activity. In the negotiation of such agreements the University shall work in the best interest of the University and the University member in obtaining the rights of such material.

3.534 Disputes*

When disagreements in determining rights cannot be resolved by negotiation between the University member and the Dean (or department head), or when the University claims rights to copyrights, patents, or remunerations resulting from undisclosed outside activities, the dispute shall be submitted to the Committee on Professional Activities, Copyrights and Patents for equitable determination. The Committee shall determine what rights, if any, the University has to the copyright, patent, or remuneration, taking into consideration the relationship of the activity to the academic or staff activities

Revised August, 1974

*As passed by the University Senate on February 20, 1974

3.534 Disputes (continued)

of the individual, and the extent of use of University time, materials, and facilities. If the Committee determines that the University has some rights to the copyright, patent, or remuneration, the Committee shall determine the nature and extent of such rights. If it is the judgment of the Committee that the University has no rights to the copyright, patent, or remuneration, then a full and complete release of any right or claim thereto shall be executed by the University and delivered to such member. Where the University shall be determined to have rights but has no interest in pursuing those rights, then the University may retain a non-exclusive royalty-free license. If it is the judgment of the Committee that the University or one of its sponsors has certain rights to a copyright, patent, or remuneration, and that the University is interested in pursuing the matter further, the Committee shall inform such member or employee in writing of the extent of the rights claimed by the University. At that time, the Committee shall ask the member to execute an appropriate assignment to the University. If the member refuses to sign such assignment, the Committee shall reconsider the matter and attempt to resolve it. If no agreement can be reached, the parties shall be left to pursue their legal remedies.

3.6

Consulting Activities. The University endorses proper consulting activities by members of its faculty. Such activities may not be pursued to the extent that they interfere with the full and effective performance of regular college duties and responsibilities. Before engaging in any consulting activity, it is appropriate to ask whether it (a) adds to vitality and effectiveness of the individual teaching and research, (b) enhances the professional prestige and competence of the individual, (c) adds to the stature of the University, (d) represents a significant contribution to knowledge and keeps staff members in touch with new developments and improved practices, and (e) extends and improves the relationships between the University and other agencies and organizations.

Each faculty member desiring to engage in consulting work must have the permission of the Dean. The faculty member informs the client that the University is in no way a party to the agreement nor in any way responsible or liable for the results thereof. No consulting service shall in any way jeopardize the proper development of educational functions or the regular work of the University.

Any faculty member desiring to teach courses at another institution concurrent with a University contract must have permission of the Dean and the Vice President, Academic Administration.

(See Section 4.14 for Policy on Extra Compensation.)

3.7

Services of the Registrar's Office

3.71 Maintenance of Records. The Registrar's Office maintains student records, including a permanent record of the work completed at Drake University and of work completed at other institutions. A microfilm copy of the student's record is kept in the Registrar's Office for reference purpose and another, permanent one, is stored in the library. The Office maintains for a period of five years the transcripts from other institutions sent to Drake in support of admissions. The Office also retains instructor grade reports for referral in case of questions arising relative to grades, and it retains copies of the semester grade reports sent to students.

Access to personal records is regulated by the University's policy on the confidentiality of records.

3.72 Registration. University registrations are scheduled, organized, and administered by the Registrar's Office. (For information on Registration, see Section 2.112.)

- 3.73 Scheduling of University Facilities. Buildings, auditoriums, and rooms are scheduled, at various times, by the Registrar's Office, the Student Activities Center, the Director of Student Residences, and the Deans of Colleges.

Classrooms (including the Drake University Auditorium) are scheduled for use during the day (8:00 a.m. to 4:00 p.m.) by the Office of the Registrar; during the evening, from Monday through Thursday, they are scheduled by the Office of the Dean of the College for Continuing Education; and, for all other times and for use other than classes, they are scheduled by the Student Activities Center.

Other assignments are made as follows: The Old Main Lounge and Medbury Lounge are scheduled by the Student Activities Coordinator; the Faculty House (North Wing) and Jewett Union (the Lounge and Lounge) are scheduled by the Student Activities Coordinator at all times; the Olmsted Center facilities are scheduled by the Director's Office; all dining facilities are scheduled by Food Service; the Fieldhouse and Stadium are scheduled by the Director of Athletics; and all room and board accommodations are scheduled by the Director of Student Residences. Performance areas in the Fine Arts Center are scheduled by the Dean of the College of Fine Arts.

- 3.74 Supplying of Statistics. Many statistical services are performed by the Office of the Registrar. Among these are (a) the compilation of class assignments and need for facilities, (b) the development of term reports relative to enrollment figures, (c) preparation of annual reports on enrollment data, (d) the providing of statistical information on incoming students (numbers, sex, classification, those direct from high school, transfers, high school rank, etc.), and (e) certain decisions made in cooperation with the Admissions Office, in reference to credits acceptable as transfer credits.

Other reports and statistical information are periodically issued by the Office of Institutional Studies.

- 3.8 Services of the Computer Center.* The Computer Center's mission is to provide computing services to the University community. The center functions from two locations, the Dial Center for Computer Services (24th and Carpenter) and the Howard Hall Center (25th and Carpenter). In order to serve the diverse needs of the University, the Computer Center is organized into three divisions, the Academic Computing Division, the Management Information Systems Division and the Systems and Operations Division. Overall responsibility for the Computer Center resides with the Director of Computer Services.

3.81 Policies Related to Academic Use. Services and policies related to the support of the faculty, students, and academic departments (academic category) include the following:

- 1) Academic users are provided with batch and interactive terminal services, keypunches, and consulting help at the Howard Computer Center.
 - a. Jobs under five hundred cards in length and printing under fifty pages can be run at Howard Hall.
 - b. Jobs over five hundred cards and/or printing over fifty pages should be run at the Dial Center.
 - c. A room is provided for academic use at the Dial Center, with keypunches and some assistance available.
- 2) A documentation service on compilers, interpreters, and canned programs is provided in the Computer Center for general use.
- 3) Development or acquisition and maintenance of new computer programs of general interest to the academic community.
- 4) Key punching of data and computer programs by Computer Center personnel, subject to time available. Keypunches are maintained for use by faculty and students.
- 5) The operation of computing equipment is the responsibility of Computer Center personnel unless specific arrangements have been made otherwise.
- 6) Seminars and orientation sessions will be provided by Computer Center personnel subject to need and availability of personnel.
- 7) Academic users may submit jobs during any of the times the Center is open. Certain closed periods are reserved for maintenance of the computer hardware and software.
- 8) Students utilizing computing facilities must be supervised by a faculty member in one of the following ways:
 - a. Required use of computing facilities for class work.
 - b. Major professor or advisor.
 - c. Part-time assistant working with a faculty member utilizing computing facilities.
 - d. Students not falling in the above categories may apply to a Computer Center staff member with academic rank for supervision of a project.
 - e. Each student and faculty member will be issued an account number to be used by the student or faculty member for the entire time they are at Drake.
- 9) Faculty members should consult with an appropriate Computer Center staff member well in advance of making commitments regarding class usage or research projects. Such prior knowledge is essential to properly schedule the activities of the Computer Center, and to the allocation of computer services for research, both funded and unfunded.

3.81 Policies Related to Academic Use (continued)

- 10) The Dial Computer Center is open from 8 a. m. to 11 p. m. Monday through Friday. The Howard Computer Center is open from 8 a. m. to 11 p. m. Monday through Friday, 1 p. m. to 5 p. m. on Saturday, and 1 p. m. to 11 p. m. on Sunday. Any changes in this schedule, as well as holiday hours, are posted at both locations and are also published in "DUCS", the Computer Center newsletter.
- 11) Projects receiving financial support from outside the University and requiring use of Computer Center facilities are subject to charge.
- 12) The Computer Center provides academic programming services on a first priority basis for university-wide needs. Second priority is given to programming needs for class use across colleges. Third priority is given to programming for particular courses. Fourth priority is given to individual faculty programming. Faculty are encouraged to take individualized short courses so that they have the necessary skills to do their own programming. Faculty wanting to hire a programmer may contact students on campus with the necessary skills.
- 13) The Computer Center will provide consulting on computer-related matters. Consultation will consist of looking over the computer code and recommending actions that a faculty member might take to solve a computer-related problem.
- 14) The Computer Center does not handle problems in research methodology, nor does it handle statistical or other kinds of research consulting. Problems in research methodology and statistics may be handled by asking the Dean of the School of Graduate Studies to recommend an appropriate faculty member with the necessary expertise to consult on this problem.

3.82 Policies Related to Administrative Use. Policies relating to Computer Center services provided in support of the administrative operations of the University include:

- 1) The Director of Management Information Systems coordinates and plans the implementation of new or revised Administrative Data Processing applications under guidelines formulated by the President's Staff. He is directly responsible to the Director of Computer Services.
- 2) The Manager of Administrative User Services is responsible for scheduling and producing regular reports for administrative users. Special reports requiring special programming must be limited to the availability of administrative programming resources.

3.82 Policies Related to Administrative Use (continued)

- 3) Administrative Data Processing maintains files involving data for many elements of the University. It is the policy of the Computer Center not to release any data, either in a raw or summary form, to any person, agency or department inside or outside the University unless previously planned as part of normal procedures or specifically authorized in writing by an appropriate authority.
- 4) Appropriate Administrative Data Processing personnel will be assigned to help plan and develop new or revised administrative applications in conjunction with concerned offices or departments and within priority guidelines set forth by the President's Staff.

3.83 Policies Related to Acquisition of Computer Terminals. Prior to acquisition of computer terminals by any department, college or administrative office, appropriate approval must be obtained. Written requests for such proposed acquisitions must be sent to the Assistant Vice-President, Educational Services, with a copy to the Director of Computer Services, covering the following points:

- 1) Make, model number and brief description of proposed terminal(s) and related equipment.
- 2) Proposed primary location.
- 3) Planned use (nature and volume).
- 4) Type of acquisition (rent, lease-purchase, purchase).
- 5) Financing. For example, for what length of time would the University be committed, and what are the sources of funds expected to be available over the period covered by the financing?
- 6) Impact on, and capability (people, equipment, finances, time) of the Computer Center to support the proposed terminal(s).
- 7) Communication lines to be used (NW Bell or Educational Media private lines). Indicate in your memo whether the Director, Educational Media Services, has stated he supports this installation.
- 8) What arrangements are being made to maintain the equipment in future years, and how is this to be financed?

3.9 Other Instructional and Counseling Services

- 3.91 Language Laboratory and Language Resource Center. The Language Laboratory and Language Resource Center, located on the Ground Floor, Cowles Library, has forty fully equipped "positions," chiefly for the use of foreign language classes. Student monitors are in charge for remedial work. All modern foreign language students can make use of the audio-visual facilities at the Lab.

In addition to the facilities of the Language Laboratory, foreign language tapes are available to students through the Dial Access System.

- 3.91 Language Laboratory and Language Resource Center (continued)
Faculty members teaching other than foreign language subjects may, if needed, and upon advance arrangement, occasionally make use of the Laboratory for their classes.

The Foreign Language Department teaches French, German and Spanish on an individualized instruction method.

- 3.92 Reading and Study Skills Clinic. The Reading and Study Skills Clinic is located in Rooms 14-17 Morehouse. It provides academic counseling and learning skills improvement for students unable to meet the academic standards expected of them in university level work. Services are currently offered in four areas: (1) reading skills, (2) study skills, (3) language skills, (4) math skills. Students receive a diagnostic interview complete with necessary testing to identify specific skill deficiencies. An individualized remedial program drawn from a pool of 35 modules is developed.

Work in the Clinic can be done on a credit or non-credit basis. Courses currently offered for credit include:

Law 100 - Legal Reading Skills	1 hr.
Ed. 10 - Methods of Study	1 hr.
Ed. 11 - Techniques of College Reading	1 hr.
Ed. 12 - Ed. for Personal Development	1 hr.
Ed. 13 - Enrichment Study Lab	2 hrs.

- 3.93 Financial Aids. The Financial Aids Office, in Room 111, Illinois Hall, provides information and assistance to students seeking financial aid in continuing their education. The office coordinates all aid: Scholarships (from outside agencies or donors, the University, and colleges and departments of the University), direct Federal Grants and Loans, Federally Insured Loans, Drake loans, Emergency loans, part-time employment (on and off campus) and Veterans Administration benefits to Veterans and dependents of Veterans.

Students may receive financial counseling from the financial aid staff concerning any financial problem -- loans, scholarships, employment, preparation of a budget, or evaluation of personal resources; anticipated problems are much easier to resolve than situations requiring immediate solutions.

4.1

Appointments

- 4.11 Affirmative Action. The University has developed and implemented an Affirmative Action/Equal Opportunity Program. For further information, contact the Special Assistant for Equal Opportunity Programs. Copies are available in the Deans' offices.
- 4.12 Initial Appointment. The Dean of each college, in consultation with the department chairperson concerned and the appropriate faculty, makes nominations to the Academic Vice President for the appointment of faculty members. The Academic Vice President, with the concurrence of the Dean, presents the nominations to the President. Appointment to the University is made by the Board of Trustees upon recommendation of the President.

The appointment letter from the President carries full details on rank, salary, duties, term of employment, year of tenure decision, and special requirements such as group insurance and retirement plans. Appointment to Summer Session employment may be included in this letter. Written acceptance of the appointment is expected promptly. As soon as a new appointee accepts, it is the Dean's responsibility to expedite the completion of all necessary business office forms.

Staff members (both faculty and administration) are employed by means of an appointment which covers all of their regular responsibilities to the University. Such regular responsibilities include teaching, administrative duties, advising responsibilities, committee assignments, research, supervision of graduate student research, professional society activities and many other duties which are appropriate to a staff member and representative of the University. The salary of the individual covers all such regular responsibilities.

- 4.13 Renewal of Appointment. All faculty appointments are for one year and, therefore, must be renewed annually. The same basic procedure for reappointment is followed as in the initial process of appointment (Cf. 4.11 above). If Summer Session employment is involved, the terms may be included in this letter. Appointment letters are normally mailed on March 1. Written acceptance of the reappointment is expected from both tenured and non-tenured members of the faculty on or before April 15.

If the University desires to utilize the services of a faculty member beyond the regular teaching period, or in excess of incidental activities, it enters into a separate contract with the instructor involved. Such contract specifies the compensation for the extra services.

- 4.14 Policy on Extra Compensation. It is in the interest of the University that staff members participate in certain professional activities over and above and outside their regular responsibilities. In many instances, it is both necessary and proper that the individual receive extra compensation for such supplemental activities. These supplemental activities include (a) consulting, performing and similar professional activities when compensation for them is received from a source other than the University and (b) participation in activities beyond the regular responsibilities of the staff member when compensation for them is received from the University.

The University imposes no limitation on the amount of or compensation for activities in (a) above so long as such work does not interfere with the full and effective performance of the individual's regular responsibilities to the University.

With regard to activities in (b) above, the following guidelines should be observed:

1. If the work is of a continuing nature, every effort should be made to make fractional appointments as part of the regular appointment of the staff member.
2. If the work is not of a continuing nature, a request for extra compensation should be approved in advance by the Dean responsible for the regular appointment of the staff member who is to receive the appointment. (Requests for extra compensation of administrators should be approved in advance by the appropriate Vice President(s).)
3. Consideration of requests for extra compensation should take into account the reasonableness of the rate of extra compensation, the terms of the applicant's regular appointment, the amounts of previous compensation during the year and the importance to the University of the particular activity. The general policy should be to impose no limitation on extra compensation so long as the activities for which it is paid do not interfere with the full and effective performance of the individual's regular responsibilities to the University.
4. Points 1, 2 and 3 include (but are not limited to) activities outside the regular responsibilities of the staff member when such activities are performed for a part of the University other than the part to which the staff member's regular appointment applies.
5. Teaching faculty and staff may not receive extra compensation (except travel time compensation) for teaching a degree credit course except for summer school teaching by nine-month appointees. Occasionally, in exceptional circumstances, extra compensation may be approved by the Dean with the concurrence

4.14 Policy on Extra Compensation (continued)

of the Vice President, Academic Administration. Faculty and staff members whose regular responsibilities do not include teaching (e.g. librarians) may, with approval of the appropriate Vice President(s), receive extra compensation for teaching outside their normal working hours if such teaching does not interfere with the full and effective performance of their regular responsibilities to the University.

4.2 Salary Schedules

- 4.21 Regular Staff. The salaries for full-time faculty members are determined by the following procedure: The recommendation originates with the Dean following his consultation with the departmental chairperson; following approval by the Academic Vice President, the President considers the recommendation; final approval is given by the Board of Trustees.

The guidelines for increment are determined annually, and the increment received by the individual faculty member is incorporated in the total salary for the following academic year.

Letters of appointment, containing the stipulated salary, as well as other terms of the appointment, are mailed to faculty members on or about March 1 of each year.

- 4.22 Summer School Staff. A faculty member may teach no more than six credit hours during either of the 5-week summer terms or no more than twelve credit hours for the two terms. Faculty appointments may be made for either or both terms of the Summer Session or for half-time employment for either or both terms. In selecting the instructional staff, preference is given to full-time faculty members, but these members are not guaranteed such employment as one of the terms of their contractual agreement with Drake University.

Remuneration for Summer Session teaching is as follows: For full-time teaching during both summer terms, a faculty member will receive 30% of the salary received for the preceding 9-month academic year, but not more than an annually established maximum. For one full-time summer term, the faculty member will receive 15% of the salary for the preceding academic year, but not more than half of the annually established maximum. Additional information on the Summer Session program is given in Section 2.6. Further inquiries should be made to the Director of the Summer Session.

4.3

Payroll Deductions. Several deductions are made by the Business Office. State and Federal withholding taxes are computed from the W-4, Employee's Withholding Exemption Certificate. The Form W-2, Withholding Tax Statement, is issued with the December pay check. Deductions for Social Security, for TIAA-CREF and for group hospital/surgical, life and disability insurance are also made. At the request of an employee, the Business Office will also deduct for the purchase of United States Government Savings Bonds, contributions to the United Way, or the Bulldog Credit Union.

In emergencies, and with the approval of the Dean, payroll advances may be made, but they are not encouraged.

4.4

Manner and Schedule of Payments

4.41 Optional Salary Payment Plans. A full-time faculty member on a 9-month appointment has the option of a nine-month or twelve-month salary payment plan. When a faculty member elects a plan, that plan cannot be shifted during that school year.

This option is not open to faculty members with year-round administrative responsibilities, such as deans, as their appointments are for the fiscal year. They do not receive extra compensation for special or summer work.

4.42 Pay Schedule. Regular faculty members are paid on the last working day of each month. The first pay check is issued on the last working day in September, the last check not later than the last working day in either May or August. If a payday falls on a Saturday, Sunday, or a holiday, the pay check is issued on the preceding working day.

For full-time faculty members who travel out of Des Moines to teach College for Continuing Education classes, an additional compensation is added for travel, payable at the end of the term.

If an employee leaves before a contract is terminated, fifty per cent of the annual salary will be paid provided that a full semester was worked. For a fraction of the semester payment will be made for the actual weeks of employment divided by the number of actual weeks in the semester. Vacation periods are excluded.

Compensation for the Summer Session is paid according to the following schedule. For the first 5-week term, two installments are paid on the last working day in June and July. For the second 5-week term, two installments are paid on the last working day in July and August. For employment for both 5-week terms, faculty members are paid in three equal installments, on the last working day in the months of June, July and August.

- 4.43 Place of Payment. Unless the Payroll Department is instructed otherwise, it sends all pay checks through the regular campus mail. They are available for pickup at the campus mailroom, at the departmental distribution point, or at other designated places with the delivery of mail on the morning of the last working day of each month. The University does not provide the service of banking pay checks for faculty members; however, under unusual circumstances, an individual can make arrangements to have the check deposited at a designated bank.
- 4.44 Check Cashing Policies. The Drake University Cashier's Office does not cash pay checks for University personnel. However, it will cash personal checks up to \$50.00.
- 4.45 Variations in Pay Received. The deductions from the individual's salary may vary slightly during the school year. These changes are due to deductions for Social Security which are withheld from only the first \$14,100 of earnings from any one employer, to the addition of summer salary, to the possible changes in Social Security rates during the school year, to possible changes in insurance rates, and to changes in withholding taxes.

4.5 Leaves of Absence

- 4.51 General Leave Policy. Any faculty member holding a regular appointment may apply for leave without salary for such reasons as research, writing, study, teaching, travel, or government service. In addition, leaves may be granted for reasons of health. Most leaves of absence are granted for the purpose of scholarly research or creative activities.

Application should be made to the Dean of the College as far in advance of the projected leave as possible. The application should be detailed. Every effort will be made by the Administration to facilitate the taking of leaves of absence by faculty and staff.

Absences from regular duties for brief periods may be arranged with regular or partial salary. During periods of approved leave, individuals may arrange to carry their own and Drake's share of payments involving participation in hospitalization and group insurance; they may continue premiums on their retirement plans on their own, increase or reduce them or stop them entirely. After leave, they are required to re-enter the plan without paying any premiums omitted. Compensation during leaves for health purposes is arranged on an individual basis.

Leaves will normally be for a period of one semester or one year, with the possibility of a one-year extension upon application and further recommendation by a Dean of the College and the Academic Vice President or by the President for administrative staff. Leaves of more than two years duration may be considered only under exceptional circumstances.

4.51 General Leave Policy (continued)

An extension of leave may be granted for health reasons. The request for this extension should be supported by a statement from the faculty member's physician and endorsed by the University physician.

It is assumed that a faculty member applying for a leave intends to return to the University upon termination of the leave. If such intention is changed, the courtesy of as much advance notice as possible is expected. Faculty members on leave should notify the Dean and the Academic Vice President promptly of any change of address. Upon return from the leave, the faculty member submits a report to the Dean and the Academic Vice President.

Faculty on "Board approved leaves of absence," whether without pay or sabbatical, shall retain all privileges relating to tuition waiver and athletic ticket discounts.

Additional information relating to the Leave Policy may be obtained from the Office of the Vice President, Academic Administration.

Administrative officers may enjoy similar leave privileges at the discretion of the President and upon the approval of the Board of Trustees. A recommendation for approval of the leave is based on the estimated value and relative urgency of the leave, the length of time since the previous leave, the duration of the leave, and the expected disruption of teaching and other professional commitments.

4.52 Sabbatical Leave

1. Eligibility for Sabbatical Leave:

- a. that the academic rank of Instructor, Assistant Professor, Associate Professor, or Professor for those persons on a nine-month contract, or assignment as head of a major administrative division on a twelve-month contract, be required before leave is granted, with the time served as full time instructor or full-time administrative assistant counted in determining time of eligibility;
- b. that six years of continuous full-time service at Drake University, which would include official leaves granted by the University, be required prior to the sabbatical leave;
- c. that no applicant will be declared eligible who has attained the age of sixty prior to June 1 of the fiscal year in which the sabbatical leave will be taken;
- d. that a minimum of six years of additional service following return from leave be required before the granting of an additional sabbatical leave.

4.52 Sabbatical Leave (continued)

2. Method of Selection:

- a. that persons eligible by reason of rank or administrative assignment and years of service at Drake make application for sabbatical leave no later than November 1 of the year prior to the fiscal year in which the leave is taken;
- b. that applications for sabbatical leave shall contain a complete description of the kind of study, research, or travel that will be conducted during the leave and a statement of the potential benefit to the University and to the staff member;
- c. that applications for sabbatical leave be submitted to the appropriate dean or administrative supervisor who will make a recommendation based on the applicant's eligibility, the probable advantage or disadvantage to the continuing University program that would result from approval of each individual grant, and necessary provisions for carrying the grantee's normal work load;
- d. that applications submitted to deans or administrative supervisors then be forwarded with recommendation to the Council of Deans which would recommend priorities to the President for the applications submitted up to the limit of available funds; that other things being equal, persons with the longest service since the granting of the last sabbatical leave be given priority in making the selections for any given year subject to eligibility defined above;
- e. that final approval be by the Board of Trustees upon the recommendation of the President of the University.

3. Compensation During Sabbatical Leave:

- a. that for faculty on nine-month appointments sabbatical leaves will be granted for one year or two semesters at one-half the regular salary, or for one semester at full salary, or for a three-month summer term at one-third the regular salary;
- b. for faculty and administrative staff on a twelve-month appointment, leaves will be for one twelve-month period at one-half the regular salary, for a six-month period at full salary, or for a three-month period at one-fourth of the regular salary, with the individual's annual vacation not to be included within the period of the sabbatical leave.

4.52 Sabbatical Leave (continued)

4. Return to Service:

- a. that each grantee given a sabbatical leave agrees to return for at least one year of service at the University upon completion of the leave, barring physical or mental disability;
- b. that a grantee who fails to keep the above agreement shall return to the University the amount collected during the sabbatical leave unless specifically released from this obligation by action of the Board of Trustees.

5. Employment Status During Leave:

- a. that grantees on sabbatical leave not be permitted to accept employment for remuneration except for unusual circumstances and then only with the written consent of the President of the University;
- b. that the acceptance of research grants, scholarships, or fellowships for further study or travel should not jeopardize a person's eligibility for a sabbatical leave and should be encouraged and approved;
- c. award to a sabbatical grantee from another source shall not reduce the compensation if, in the judgment of the Council of Deans, the conditions of that other award violate neither the letter nor the spirit of the "Sabbatical Leave Program."

6. Salary and Retirement Protection:

- a. that grantees on sabbatical leave receive the same consideration for salary increases that are accorded persons not on leave;
- b. that both the University and the grantee concerned continue full payment for retirement, health insurance, and other employee benefits on the basis of the regular salary of the employee.

4.53 Vacations

- I. Administrative, Supervisory and Technical. All full-time administrative, supervisory and technical employees whose work year is the normal twelve (12) month year are entitled, after the completion of each fiscal year (June 1 through May 31) of employment, to either one month, four weeks, three weeks, or two weeks as specified for a position by the President.

4.53 Vacations (continued)

New personnel employed less than twelve (12) months during the prior fiscal year accrue vacation for their first vacation period on the following basis:

<u>Annual Vacation</u>	<u>Days Per Month</u>	<u>Maximum Days Allowed</u>
1 month	2	22
4 weeks	1 2/3	20
3 weeks	1 1/4	15
2 weeks	1	10

One-half the entitled vacation may be taken after the new employee's first six months of full-time service.

Annual paid vacation may be taken after the beginning of the fiscal year, June 1, and completed by May 31.

II. General Information

Early Vacation. All or a portion of a vacation to be earned as of June 1st in any given fiscal year after the first year may be given in advance during the preceding six months (December through May) at the discretion of the employee's supervisor.

Vacation Accumulation. Vacation time will not be accumulated from one year to another. All vacation time must be used prior to May 31, or it will be forfeited unless specifically authorized in writing in advance by the appropriate Vice President or President.

Minimum. Vacation time must be taken no less than one-half day at a time.

Relationship with Holiday. If a holiday falls within an employee's vacation period the vacation may be extended for the holiday time or taken at a later date.

Termination Vacation Pay. Pay for unused vacation earned at the time of separation will be given on a prorated basis as defined in preceding sections to employees who have served a minimum of six months.

- 4.54 Jury Duty. Full-time faculty and administrative staff will be excused to serve when called for jury duty. Before being excused the faculty or staff member should gain the concurrence of his/her supervisor. This concurrence should be based solely upon the ability of the University to carry out the functions of the faculty or staff member during the period of jury duty.

In order to receive full University salary, the employee will endorse the jury duty compensation check to the University. The faculty or staff member will be expected to report for work when not actively engaged in jury duty.

4.6 Insurance Benefits

- 4.61 Drake University Group Insurance Plan. All full-time employees and their dependents are insured under the Drake University Revised Group Insurance Plan; eligibility begins with the date of the person's employment.

Coverage continues for the summer months for all continuing employees and their dependents who are insured during the school year. Coverage will also continue after retirement if a person has had ten years of continuous service and is at least 55 years old, as this is not deemed termination of employment.

Two-thirds of the costs of the Group Insurance Plan is paid by Drake University; the remaining one-third is paid by the insured employee.

Claim forms should be filed within 90 days from the date of claim or, if there is a deductible, within 90 days from the date total covered charges exceed the deductible amount. Hospital charges and physician's fees may be assigned to the hospital and physician if one so desires. Medical claim forms and all attached bills for hospital, physicians, nurses, prescriptions, laboratory, etc. must clearly identify the physician and patient and show the date and nature of treatment or service.

This Group Policy provides Life Insurance, Accidental Death and Dismemberment Insurance, Hospital and Surgical Insurance, Medical Expense Insurance, Major Medical Insurance, Pregnancy Insurance, and coordination of benefits with Medicare for persons age 65 and over.

- 4.611 Life Insurance. All policyholders in the Drake University Group Insurance Plan are eligible for Life Insurance benefits. This life insurance pays death benefit in event of the insured's death due to any cause. It also pays death benefit for a totally disabled person whose insurance has terminated if that total disability commenced while the person was insured and prior to his reaching the age of 60.

* For additional information on "Insurance Benefits," refer to the booklet Drake University Group Insurance, which is available in the Department of Personnel Services.

4.611 Life Insurance (continued)

The insurance benefit will be two times your salary until age 50, then the benefit will reduce five percent per annum to a minimum of twenty-five percent of salary or \$2,000, whichever is greater. The reduction will be based on the salary current at the time.

The base salary used to compute the amount of life insurance will be the appointment salary exclusive of extra compensation such as summer pay.

The base salary will be determined for faculty each year on September 13th and for all other employees on June 13th. Once determined, the amount of life insurance will remain the same for one year. Salary changes made during the year will not be reflected until the beginning of the next year.

This life insurance continues in effect for 31 days after termination of the insurance resulting from termination of employment or transfer to a class not eligible for insurance. During this period, it may be converted to an individual policy, without evidence of insurability.

4.612 Accidental Death and Dismemberment Insurance. In case of death or dismemberment resulting directly from an injury due to accidental means, the member insured under Drake's Group Insurance Plan, or his beneficiary, will receive payment for the loss, if such takes place within 90 days following the accident.

The Principle Sum is payable for loss of life, both hands, both feet, irrecoverable loss of sight of both eyes, or any combination of these; and one-half of the Principle Sum is payable for loss of one hand, one foot, or irrecoverable loss of sight of one eye. Total payment for all losses due to the same accident will not exceed the Principle Sum.

The above benefits are not provided for loss due to self-inflicted injury, self-destruction, war or act of war, police duty in the armed forces, participation in a riot, or aeronautic activities except as a passenger.

The group medical program also contains a \$300 "supplemental accident" benefit; this pays medical costs for an accident not covered elsewhere in the Plan.

4.613 Hospital and Surgical Insurance. The Hospital and Surgical Insurance pays hospital room and board charges for each day the insured or his dependent is confined to the hospital. The policy provides for semi-private hospital accommodations for a

- 4.613 Hospital and Surgical Insurance (continued)
period up to 70 days. This insurance also pays for miscellaneous charges incurred during the same period for which room and board were payable; among items covered by these payable miscellaneous charges are ambulance service, drugs, operating room fee, anesthesia administration, and radiotherapy. There is no limit placed on these miscellaneous hospital charges.

In addition to hospital and miscellaneous expenses, the insurance pays a physician's surgical fee up to a specified maximum; payment for certain major surgery may range as high as \$1,000.

Hospitalization must be recommended by a physician in all cases.

- 4.614 Medical Expense Insurance. During hospital confinement, the Medical Expense Insurance pays for one visit per day by a physician; the payment for each visit may be as much as \$5.00, and the total that will be paid for visits by the physician is \$350.

This insurance does not pay for visits made on or within 90 days after a surgical operation unless the visit is for an entirely unrelated cause. Also, the insurance does not pay for dental fees, eye examinations, or X-rays.

It pays charges for treatment or service due to accidental injury in excess of other benefits payable under the plan for that injury. These charges include those of a hospital and a physician or registered nurse, and charges for drugs and dressings, X-ray and laboratory examinations, ambulance service, etc. In order for the person to receive these benefits, the injury must occur while he is insured and a physician must prescribe the treatment or service. Treatment or service received more than 6 months after the accident is not payable.

- 4.615 Major Medical Insurance. For the insured person or a dependent, Major Medical Insurance pays 80% of the covered charges in excess of the deductible amount. However, this payment will not exceed a maximum of \$250,000.

Charges covered include reasonable and lifetime customary charges made by a hospital (limited to the most frequent semi-private room rate being charged by the hospital plus \$6.00 per day for room and board in a private room), by a physician, by a licensed physiotherapist or registered nurse, and by a dentist or dental surgeon for certain jaw and teeth repair due to an accident. Also included are such items as drugs and medicines, braces and crutches, wheel chair rental, hospital-type bed, ambulance service, physical examinations, etc. Treatment or service must be prescribed by a physician.

4.615 Major Medical Insurance (continued)

The deductible is the sum of (1) all amounts payable under other benefits of the plan for covered charges incurred plus (2) an additional \$100 of covered charges incurred per family member per calendar year.

For retired persons age 65 or over, Major Medical Benefits are payable at the rate of 80 percent of covered charges in excess of the \$50 deductible in any calendar year for drugs and medicines prescribed by a physician because of sickness or injury.

4.616 Pregnancy Insurance. If the pregnancy commences while the person is insured, the insurance pays hospital charges up to \$300 and surgical charges up to \$200 for normal delivery. If the person is not confined to a hospital, the Pregnancy Insurance pays the charges for drugs, dressings, and a registered nurse up to 50 percent of the Hospital Confinement Limit for childbirth and miscarriage.

Medical benefits are provided after termination of insurance for a pregnancy commencing while the person is insured, if insured for pregnancy nine months prior to such termination. Hospital confinement must be recommended, surgical procedures performed, and treatment or services prescribed by a physician.

4.617 Coordination of Benefits. If you or your dependents are age 65 or over, medical benefits are coordinated with Parts A and B of Medicare (hospitalization and medical).

4.62 Workmen's Compensation Insurance. All employees of the University are protected under the Workmen's Compensation Law, which covers accident or injury "on the job." All accidents and injuries, however minor, should be reported immediately to the Department of Personnel Services and described on the required accident form.

Coverage offered by Workmen's Compensation Insurance is not replaced by the Group Insurance Plan at Drake University, and the requirements for coverage by Workmen's Compensation are not affected in any way.

4.63 Medicare. All active employees 65 years of age or over and insured dependents 65 years of age or over are eligible for the Medicare program.

Under the revised plan, employees age 65 and over and insured dependents age 65 and over will continue to be covered under the present "under age 65 benefits" except that upon attainment of the age of 65, Medicare benefits will be deducted from the benefits payable under the group plan. Medicare benefits will be deducted whether or not such individuals are actually covered under Medicare.

4.63 Medicare (continued)

Employees should contact their local Social Security Office six months prior to the month in which their 65th birthday occurs for details regarding enrollment in the Medicare program. It is important that they enroll for Medicare when they first become eligible to do so.

4.64 Total Disability Insurance Program. Through the Total Disability Insurance Program, each participant is assured of replacement of a substantial part of his income in the event of total, long-term disability. To provide this protection, the University has a Group Total Disability Benefits insurance plan underwritten by TIAA.

Total disability under this program is the "inability of the employee by reason of sickness or bodily injury, to engage in any occupation for which the employee is reasonably fitted by education, training, or experience."

All full professors and Administrative Staff Heads are eligible following the completion of one year of service; Associate and Assistant Professors and Administrative Assistants after two years; and Instructors and Assistants after 3 years of consecutive University employment. Full-time employment is required for participation, which is mandatory.

The insured pays 1/2 the cost of the Total Disability Insurance, which amounts to approximately 1/4 of 1% of his base salary. The other 1/2 of the cost is paid by the University.

4.65 Social Security. Benefits authorized by the Federal Old Age and Survivors Insurance Act (Social Security) are an integral part of any faculty member's retirement program. Immediately upon employment, every employee should report his social security number to the Business Office. A percentage of the salary, as stipulated by law, is deducted each month; this is combined with a matching amount from the University and deposited in the employee's Social Security Fund.

4.7 Retirement Program. Drake University makes available to its faculty members and administrative staff the Teachers Insurance and Annuity Association (TIAA), retirement program.

Participation is required of all full-time employees as follows: professors (immediately upon assumption of office), assistant and associate professors (after completion of two academic years), instructors (after completion of three academic years), administrative officers, deans, and administrative heads (immediately upon assumption of office), administrative assistants (after completion of two years of service), and assistants (after completion of three years of service). If a faculty or staff member is promoted to a higher rank, the time served in a lower eligible rank shall count toward the waiting period in the higher rank. In the case of newly appointed faculty and professional staff

Retirement Program (continued)

who were participating in a retirement program with the previous employer at the time of employment by Drake University, participation in Drake University's plan will begin at the start of employment.

Information on rights and obligations under the retirement plan selected may be obtained from the Personnel Office. Necessary forms should be filled out and returned promptly to that office.

The University's annuity plan with TIAA-CREF provides for a 5% deduction from an employee's salary matched by a 5% contribution by the University. The University has permitted its faculty and administrative staff to elect a reduction in salary of 5% and the University then pays the entire 10% premium to TIAA. This option eliminates income taxes on such amount at the time it is paid to TIAA -CREF and is not taxable until the employee receives annuity payments.

Employees taking advantage of the salary reduction plan may have the option of claiming the maximum exclusion allowance as permitted by Internal Revenue Service regulations. This includes consideration of prior years service as described in the regulations. This procedure permits employees to take additional reduction of salary above the 5% in order to increase payments into TIAA-CREF Retirement Plan.

The TIAA also administers the College Retirement Equities Fund (CREF), the assets of which are invested in common stock. A policyholder may invest none, 1/4, 1/3, 1/2, 2/3, 3/4 or all premiums in CREF.

Each retirement annuity contract is the property of the individual participant; the contract is between the participant and the annuity association.

During leave of absence a policyholder may continue premiums on his own, increase or reduce them, or stop them entirely. After the leave he is required to re-enter the plan although he need not pay any premiums omitted.

Upon termination of employment the employee may continue membership in the plan by paying premiums personally or in cooperation with his new employer, or he may let the credits already created by his own and the institution's payments stand until the annuity thus provided for becomes payable.

A faculty member may elect to defer tax payments on compensation applied to the purchase of a TIAA-CREF retirement annuity. To accomplish this, the reported salary is reduced by 5% with the University paying the entire premium to TIAA-CREF. Taxation of this amount of the salary will thereby be deferred until the retirement years. Arrangements for this privilege are continued from year to year unless changed prior to September first for those on nine-month appointment or prior to June first for those on twelve-month appointment.

Further information concerning the Drake retirement plan may be obtained from the Department of Personnel Services.

- 4.71 Supplemental Retirement Annuity. A new, cashable annuity contract - The Supplemental Retirement Annuity (SRA) is available from TIAA and CREF for use under our salary-or-annuity option (tax-deferred annuity) program. This will give staff members a choice in the type of annuity contract available for accumulating tax-deferred annuity funds over and above our retirement plan. For such "extras," you can use either the SRA contract or the regular (noncashable) TIAA-CREF contract.

For further information contact the Department of Personnel Services, 103 Illinois Hall.

4.8 Fringe Benefits

- 4.81 Discount through Purchasing Office. Faculty and staff are not permitted to make personal purchases through the Purchasing Office. The one exception to this is the ordering of academic regalia. Caps and gowns may be ordered at a discount price through this office.
- 4.82 Tuition Rebate. Full-time employees are eligible for tuition benefits when carried on the University payroll at the time of the opening of a semester. In this connection, opening of a semester means the first day of day school classes. Cessation of active work by any employee or employee group, without University approval, may cause this tuition privilege to be cancelled. All regulations concerning educational benefits apply equally to auditing courses and to taking courses for credit, but not when participating in non-credit programs such as workshops and short courses. Applications are made to the Personnel Department located in Illinois Hall.
- 4.821 Faculty and Administrative Staff. All full-time active employees who are members of the faculty or administrative staff, may carry a maximum of on-campus work of one term course of free tuition during each fall and spring semester, and during each of two terms of summer session, whether the course be during the day, in the College for Continuing Education or in Saturday classes. Daytime courses taken by members of the administrative staff must have written prior approval of the employee's respective Division Head (President, Vice President or Director of Athletics). The cost of private instruction in the degree courses is borne entirely by the student. Additional courses may be taken at the employee's expense during non-working hours.
- 4.822 Other Employees. Full-time active employees may carry college work suggested or required by the supervisor and concurred in by the Director of Personnel as part of their training on the job during regular office hours in an amount not to exceed one on-campus course during each of the fall and spring semesters and one course in the day during summer school. This is a total of one

4.822 Other Employees (continued)

course for the entire summer, not one course in each session of the summer school. The tuition charge for on-the-job training will be borne by the University. No college work other than the aforementioned on-the-job training may be taken by a full-time employee under this category during regular office hours. Courses taken as on-the-job training must relate specifically to the employee's job.

During each of the fall and spring semesters, outside of office hours, full-time active employees may carry on-campus courses in any subject not to exceed a total of six semester hours per semester. (Said six hour total is to include any course work done during office hours as on-the-job training.) In the summer, outside of office hours, a total of one on-campus course may be carried in each of two terms of the summer session. (On-the-job training may be authorized for either, but not both, of the summer sessions. In the session where on-the-job training occurs no other course work may be undertaken, even after office hours.) The cost of the tuition for "Other Employees" will be borne by the University if it does not exceed the limits set in this section, except when the instruction is offered on an individual basis. If offered on an individual basis, the cost must be borne by the student.

4.823 Spouses and Dependents of Employees

4.8231 Employees hired before January 1, 1969. Spouses and dependents (married and single children) of full-time active employees employed by the University before January 1, 1969, receive free tuition for all on-campus courses, less activity fee and Olmsted Center fee where required (spouses and dependents of Drake employees are not eligible for tuition waiver for doctoral programs). Spouses need not be dependent to qualify for tuition privileges (effective 7-11-75). Children, to qualify as dependent, must be claimed as dependent on the employee's most recent Federal tax return.

- a. For full-time employee spouses and dependents in the music program during the fall and spring semesters; tuition benefits shall be the same as granted to other students but shall not exceed the regular tuition rate (less activity fee and Olmsted Center fee).
- b. During summer school, credit shall be given toward the cost of private lessons equal to an amount derived by multiplying the credit hours granted for the private lessons times the rate per credit hour. Credit shall not exceed the amount of the private lessons.

- 4.8231 Employees hired before January 1, 1969 (continued)
c. A 25 percent discount is given for preparatory instruction in the College of Fine Arts.
- 4.8232 Employees hired on or after January 1, 1969. For full-time active employees accepting initial contracts on or after January 1, 1969, the waiver-of-tuition benefit for spouses and dependents will be limited to enrollment for undergraduate, on-campus credits. Benefits do not apply toward a graduate degree in the Law School. (All employees in this category are subject to paragraphs a, b, and c above.)
- 4.8233 Employees hired on or after July 1, 1971. Effective June 1, 1975, spouses and dependents of all full-time active employees employed by the University on or after July 1, 1971 shall receive a 75 percent reduction of tuition for undergraduate, on-campus courses, less activity fee and Olmsted Center fee, upon the employee's completion of one year of continuous service. The tuition benefit plan is available for two dependents at any one time enrolled in undergraduate, on-campus, credit offering courses. For full-time employee spouses and dependents in the music program during fall and spring, tuition benefits shall be the same as granted to other students but shall not exceed 75 percent of regular tuition rate (less activity fee and Olmsted Center fee). During summer school, credit shall be given toward the cost of private lessons equal to an amount of the private lessons. A 25 percent tuition discount is given for preparatory instruction in the College of Fine Arts.
- 4.824 Financial Aid to Dependents of Employees. Employees, enjoying tuition privileges for their dependents, may also apply for further financial aid. Loan applications, which should include the "Parents Confidential Statement" form, are made to the Director of Financial Aid, 208 Illinois Building.
- 4.825 Educational Benefits for Dependents of Deceased, Fully Disabled, or Retired Employees. The un-remarried surviving spouse and the dependent children of a deceased, full disabled, or retired full-time employee, who at the time disability began, or at the time of death or retirement, was either on tenure or had been employed for at least five years shall receive the educational benefits which would have been theirs had the employee not died, become fully disabled, or retired.

4.825 Educational Benefits for Dependents of Deceased, Fully Disabled, or Retired Employees (continued)

The words "educational benefits which would have been theirs" are to be construed as the educational benefits available at the time application for such benefits is made, not the educational benefits in effect at the time of death, disability or retirement.

4.83 Tuition Exchange. Drake University is a member of Tuition Exchange, a nationwide association of colleges and universities which have mutually agreed to remit the tuition of children of member schools.

The Financial Aids Committee recommends to the President the recipients of Tuition Exchange Benefits. These benefits are based on the following guidelines. However, these guidelines are subject to change and are reviewed annually by the Financial Aids Committee, and if necessary the committee makes recommendations for changes to the President of the University. Requests for consideration for Tuition Exchange benefits, and for information concerning the program, should be submitted to the Director, Financial Aid.

1. Benefits will be limited to undergraduate programs.
2. Dependent children, eligible for Drake tuition benefits, are eligible for tuition exchange benefits.
3. One child per employee will be eligible unless the balance of exchange makes it desirable for the University to export more dependents and other employees have not exercised the privilege sufficiently to accomplish the desired balance in the program.
4. The total length of service will be considered when determining eligibility, with priority to be given to children of employees with the most years of service.
5. Renewal of exchange benefits would not be automatic, but current recipients of benefits would be given first preference in any year when exports numbers were limited.
6. No recipient will be granted more than four semesters of tuition exchange benefits -- unless use of the program by other eligible employees is below the level necessary to maintain export balance in the program. Where two or more applicants are equally eligible on all previously stated criteria, preference in selection will be given according to the financial need of the student. (The Financial Aids Committee can require the parents of an applicant to submit a Parents' Confidential Statement to determine financial aid.)
7. The committee will operate the Tuition Exchange Benefit Program with a small credit reserve or a minimum deficit.

- 4.84 Faculty Moving Expense. Drake University will pay the following maxima for faculty moving expense incurred by an employee and his family in moving to Des Moines to teach at the University and to take up residence:

RANK/MILE AGE	0- 250	251- 500	501- 750	751- 1,000	Over 1,000
Instructor	\$100	\$100	\$100	\$200	\$200
Assistant	200	300	400	500	600
Associate	300	400	500	600	700
Professor	400	500	600	700	800

The individual faculty member is allowed to declare meals, motel, and mileage expenses within the maximum but not above the maximum quoted above.

Normally, moving expenses will not be paid by the University for visiting, acting, one-year-terminal appointments, or part-time appointments.

Newly hired staff without academic rank will be, for the purposes of moving allowance, categorized in one of the "professorial categories." Vacation allowance and salary level will be taken into account by the President and the appropriate Vice President in determining the category.

- 4.85 Health Services. Out-patient care and emergency first aid treatment are available without cost for full-time Drake students at the American Republic Student Health Center. Nurses and a laboratory technician are on duty from 8:00 a.m. to 5:00 p.m., Monday through Friday, and physicians are available at specific times during the day. The relationship between the physician and the patient is as if it were in a private medical clinic, and confidentiality is respected. Facilities of the American Republic Student Health Center are not available to faculty or staff except as announced.

4.9 Termination of Service

4.91 Retirement

- 4.911 Age Policy. Compulsory retirement age for Faculty of Instruction is 70. However, a member of the faculty may choose to retire earlier after attaining age 55 and completing ten years of continuous full-time service immediately prior to the date of early retirement.

When a member of the faculty reaches the 70th birthday prior to the 1st of September in any year, retirement takes place before

- 4.911 Age Policy (continued)
the beginning of school that year. If the birthday comes later than September 1st, the faculty member may then teach through that academic year.

An administrator becomes subject to retirement upon reaching the 65th birthday and must retire by the end of the academic year in which this birthday occurs. The academic year closes with Spring Commencement. An administrator who does not have tenure but holding faculty rank may be absorbed (if financially feasible) in the Faculty of Instruction. After such appointment tenure may be acquired in the ordinary course.

- 4.912 Privileges of Retired Faculty Members - Emeritus. To give special recognition to faculty members at the time of their retirement for meritorious service at Drake University, emeritus status in the highest earned rank and title will be accorded, on their first retirement, to all faculty members on tenure with twenty or more years of service to the University.

When emeritus status is awarded for a retiring faculty member, a special certificate will be prepared and awarded by the President of the University to the retiree at an appropriate function during the last semester of active service.

Catalog listings of faculty will carry emeritus personnel as long as they live. Emeritus personnel will be accorded the same library privileges as active faculty members and will be invited to all formal faculty convocations. They will also have the same privileges in securing athletic tickets and tickets to dramatic presentations as are given active, full-time staff and faculty. Tuition benefits, for the dependent children of an early retired or retired employee, will be the same as for the dependent children of a deceased or fully disabled full-time employee. (These tuition benefits are the ones current at the time application for such benefits is made, not those in effect at the time of retirement.)

4.92 Resignations

- 4.921 Reasons. The University recognizes that various reasons, both personal and professional, exist for faculty resignations. Most prominent among these are resignations for reasons of ill health, graduate school attendance, service in the Armed Forces, fellowships, retirement prior to the age of 70, and acceptance of appointment elsewhere.

4.922 Advance Notice Required. The statement of the American Association of University Professors (AAUP) is an appropriate guide in these matters:

1. "It is desirable that when feasible, the faculty member who has been approached with regard to another position inform the appropriate officers of his institution when such negotiations are in progress. The conclusion of a binding agreement for the faculty member to accept an appointment elsewhere should always be followed by prompt notice to his institution.

2. A faculty member should not resign in order to accept other employment as of the end of the academic year, later than May 15 or 30 days after receiving notification of the terms of his continued employment the following year, whichever date occurs later. It is recognized, however, that this obligation will be in effect only if institutions generally observe the time factor for new offers. It is also recognized that emergencies will occur. In such an emergency the faculty member may ask the appropriate officials of his institution to waive this requirement; but he should conform to their decision."

4.923 Acceptance by Proper Authorities. Resignations do not become effective until notification of acceptance has been received from the Vice President, Academic Administration. This decision to accept the resignation is made by the Dean of the College, the Vice President, Academic Administration, the President, and the Board of Trustees. The Board of Trustees has the final authority in all cases.

4.93 Dismissal

4.931 Dismissal of Tenured Faculty. See Section 1.4.

4.932 Notice of Non-Reappointment of Non-Tenured Faculty. Notice of non-reappointment is normally given in writing in accordance with the following standards:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

3. At least twelve months before the expiration of an appointment after two or more years in the institution.

4.932 Notice of Non-Reappointment of Non-Tenured Faculty (continued)
4. Acting and Visiting appointments terminate automatically at the end of one academic year, and the titles themselves are considered to be notice.

4.933 Unemployment Compensation. Under certain conditions members of the faculty and staff whose contract is not renewed, or who are terminated or dismissed, may be eligible for unemployment compensation. For details, consult the Office of Personnel Services.

4.94 Distribution of Literature. Literature may be distributed on campus by Drake students, faculty, and staff. However, entrance to the building must not be blocked and people must be free to enter and leave the building without interference. Litter must be removed by the distributor.

Any recognized Drake University student organization may distribute literature in a place designated by the Office of the Student Activities Coordinator, provided that space is properly reserved through the Student Activities Center.

Requests for permission to distribute literature in University residence halls must be submitted to the Office of the Student Activities Coordinator, and, if approved, to the governing body of that living unit for final approval.

5. INSTITUTIONAL SERVICES FOR FACULTY AND STAFF MEMBERS

5.1 Housing. Faculty members seeking housing accommodations are invited to make their needs known to their immediate supervisor or to the Dean of the appropriate college.

Drake University has a limited number of apartments and houses for rent to University personnel. For available vacancies, faculty members should contact the Office of The Real Estate Manager, 2600 Forest Avenue.

In addition to Drake accommodations, private housing is readily available in the University area as well as in most areas of Des Moines.

5.2 Food Service.

5.21 Faculty House. The Faculty House is located in the lower level of Jewett Hall, 2707 Carpenter Avenue, and serves a limited menu from 8:00 A.M. to 4:00 P.M., Monday through Friday, and regular lunch 11:00 A.M. to 1:30 P.M., Monday through Friday. It is closed on weekends and holidays. Its facilities and services are available to all employees of the University. For further information on the Faculty House, see Section 5.71 of this Manual.

- 5.22 Hubbell Dining Hall. Faculty members and staff are invited to use the dining facilities of Hubbell Dining Hall at any scheduled serving time. The charges for guest meals and the serving hours, are available by calling 271-2200, or by asking the monitor at each entrance of the dining hall.

Guest meals may be purchased upon entering the Dining Hall. If a group of ten or more plans to eat at the Dining Hall, advance notice is requested. Hubbell also houses Private Dining Rooms; these are student facilities, but faculty members and staff are encouraged to use them for "trays in and out" meetings and meals with students in residence.

- 5.23 Others. Additional food services are offered in Olmsted Center, 2900 University Avenue.

5.24 Olmsted Center
LOWER LEVEL

Terrace meeting rooms

Available to campus groups at no charge

Hours: 7:00 A.M. to 11:00 P.M. Monday thru Friday
8:00 A.M. to 12:00 P.M. Saturday, Sunday

Rathskeller

Campus pub

Features entertainment and refreshments

Hours: 11:00 A.M. to 11:00 P.M. Monday thru Saturday

Terrace

An outside patio adjacent to the west end of the building
Available for special events and picnics

Bulldog Theater

Presents weekly motion picture classics

Private dining rooms

Used for meetings and economy lunches

Rooms 121 - 123B

MAIN FLOOR

"D" Shoppe

"Old candy store concept" featuring bulk candy, souvenirs, supplies, magazines, and cards.

Hours: 8:00 A.M. to 8:00 P.M.

Offices

Director's Office

Makes arrangements and schedules for the use of space and facilities in Olmsted

Student Activities Coordinator Office

Student Activities Board

Personal lockers and organizational mailboxes plus xerox machine are located in this area

5.24 Olmsted Center (continued)

MAIN FLOOR

Game Room

Houses games from billards to ping pong

Hours: 10:00 A.M. to 11:00 P.M. Monday thru Friday

10:00 A.M. to 12:00 P.M. Saturday and Sunday

Lounges

Used for TV, music listening, and conversation

THIRD FLOOR

Lobby

Used for pre-function activities such as conference registration, exhibits, and receptions

Large multipurpose room

Parents Hall

Conference Rooms

Rooms 310-313

Drake Room

Used for special events of the University

FOURTH FLOOR

Lounge

Rest Rooms

5.3 Publications and Information Services

- 5.31 Provided by Faculty and Staff. The Office of University Relations is responsible for the preparation and dissemination of all information pertaining to the University. To carry out this function, it utilizes every medium of communication, including newspapers, magazines, radio, and television. It regularly furnishes news releases about campus events and personalities to these media. All publicity concerning the University is channeled through this office. The only exception is Athletics, which maintains its own information service.

The source for much of the information disseminated by the Office of University Relations is supplied by the faculty of the University.

5.31 Provided by Faculty and Staff (continued)

The basic publications of the Office of University Relations are:

Quix: A weekly bulletin, containing information about concerts, recitals, plays, athletic and specific events, and other activities taking place on campus. Members of the faculty are requested to submit news items for the Quix by Wednesday noon preceding the Monday issue.

Perspectives: The Drake University alumni newspaper, published six times a year and mailed to alumni, faculty and staff, parents and friends.

Catalogs: A series including the general catalog; law and graduate catalogs; the College for Continuing Education spring and fall semester mailing pieces; the Summer Session catalog; and student recruitment pamphlets such as "This is Drake" and "A Glimpse of Drake University."

Drake University Telephone Directory.

The Office of University Relations also furnishes, upon request, bibliographies and photographs of faculty members to editors and sponsors at places where they may be speaking or performing. This office also lends design and production assistance in the planning of programs and other publications by individual offices of the University.

5.32 Provided by Students. Under the auspices of the Board of Student Publications, the students produce the following publications:

Times-Delphic: The campus newspaper.

Quax: The campus yearbook.

Periphery: A literary magazine.

5.4 Personnel Records. The University maintains personnel records on all faculty. These are maintained by the Office of the Vice President, Academic Administration, and the regulations governing their security are strictly enforced.

Personnel records are processed periodically to keep them current. The responsibility for initiating this process rests with the individual. Faculty members are encouraged to report immediately any change in benefits, dependents, legal status, address, etc.; failure to do so may result in misunderstandings between the faculty member and the institution, increased costs in certain areas, and confusion and losses due to insurance rates, benefits, taxes, etc.

When leaving the employment of the University, the faculty member should be sure to leave a forwarding address in the file.

5.5 Cultural and Recreational Activities

5.51 Campus Organizations

- 5.511 The Faculty Club. Membership in the Faculty Club is available to all members of the teaching and administrative staff on payment of dues. It is a luncheon club which meets once a month during the fall and spring semesters in the private dining rooms of Hubbell Dining Hall. The programs consist of informal talks by prominent local citizens, visitors, or members of the University staff.
- 5.512 Drake Dames. Drake Dames is primarily a social organization for all faculty and staff women and wives of faculty and other professional staff members. Social functions as well as special service projects are scheduled periodically, both on and off campus. Special interest groups offer opportunities to participate in a wide range of activities.

The new faculty and staff women and wives of new Drake faculty members are also eligible for membership in Newcomers, a special interest group designed for their particular needs during the first two years in the University community.

- 5.52 Physical Training Facilities. The Physical Education Department encourages faculty participation in recreational-physical activities and makes as many of its facilities as possible available to the faculty as often as possible. These facilities include the Fieldhouse, Women's Gymnasium, the track area, and the volleyball and tennis courts. Limited use of lockers is also possible.

As the needs of students must be placed first, the availability of these facilities will vary from semester to semester, depending largely upon variations in student enrollment. After this enrollment is known, the activities available and the time schedules will be determined and announced to the faculty.

5.53 Institutional Events

- 5.531 Athletic Contests. Faculty and staff members receive special privileges for football and basketball events and the Drake Relays. Details and dates for advance purchase of tickets are released through notices in the Quix. The tickets may not be transferred or resold.

For football games, section "U" on the east side of the stadium is reserved for the faculty. Each full-time employee may purchase two season tickets.

5.531 Athletic Contests (continued)

For basketball games, each full-time employee has the option of Plan A, which permits the purchase of two reserved seat season tickets, or Plan B, which permits the purchase of two reserved section season tickets.

For the Drake Relays, employees receive special credit on the purchase of up to two tickets for either a general admission or reserved seat.

Retired faculty and staff and the surviving spouse of a retired employee have the same privileges in securing athletic tickets as is given active, full-time staff and faculty.

5.532 Dramatic Presentations. The Drake University Theatre presents a number of productions each year; these include theatre productions and operas. A season ticket for these productions may be purchased by faculty members, faculty with emeritus status, retired faculty and staff, and the surviving spouse of a retired employee. Tickets for individual performances are also available.

In addition to the University productions, there are those of the Des Moines Community Playhouse and the Drama Workshop.

5.533 Art Exhibitions, Workshops and Guest Lecturers. The Art Department sponsors a variety of activities each year to add to the cultural climate of the University. These may vary from year to year but certain events occur on a yearly basis. Among these are the Exhibition Program in the Lobby Gallery of the Performing Arts Hall. The exhibits include the Faculty Show, work done by individual artists, the Graduate Students' Show, the Student Competitive and selected traveling exhibitions. Visiting artists are brought to campus for lectures and workshops as the opportunity presents itself.

5.534 Musical Presentations. In addition to its participation in the operas (Cf. Section 5.532 above), the Drake Music Department presents a series of recitals performed by its faculty; a chamber music series; and performances by its student ensembles, including band, orchestra, and choral groups.

Also, the College of Fine Arts sponsors other recitals and special concerts, and several of its faculty members play in the Des Moines Symphony Orchestra. Other faculty members and their families are eligible for participation in several of the campus-centered musical groups, as well as the dramatic ones. There is no charge for admission to the recitals.

5.6 Physical Plant

- 5.61 Campus Buildings and Custodial Services. All campus buildings are open weekdays and Saturdays from 7:00 a.m. until the end of the regularly scheduled functions. Request can be made through the Dean's office to have buildings open on Sundays and holidays. Watchmen are instructed to open doors only for areas scheduled for use.

Custodial services are provided for all buildings and offices, and all custodial personnel are under the supervision of a foreman. Suggestions or complaints about the services should be addressed to the foreman in the Physical Plant Office.

- 5.62 Repair and Maintenance. Requests for repairs, maintenance, or moving of material or equipment should be made to the Office of the Dean of the college.

Emergencies, such as those caused by water, electric, gas, or heating failure, should be reported immediately to the Physical Plant Office. Any condition that might result in an emergency, such as broken steps and defective wiring, should be reported immediately.

- 5.63 Keys. Full-time faculty and staff may secure keys to their offices and to other buildings and rooms necessary to their duties. To secure these keys, the individual should get written authorization from the Dean or departmental chairman, and should sign for and pick up the keys at the Physical Plant Office.

The faculty or staff member assumes full responsibility for the proper use of the keys he accepts. A faculty member should not lend these keys nor permit duplicates to be made. Any lost or duplicated keys should be reported immediately to the Physical Plant Office. All keys should be returned to the Physical Plant Office before the final paycheck is received.

- 5.64 Security Police and Fire Safety. The Physical Plant Office furnishes campus security and fire safety. Uniformed personnel assist in the enforcement of University regulations and perform regular checks of various parts of the campus. A close liaison is maintained with the Des Moines police for such purposes as investigation and parking control.

Fires should be reported immediately to the Des Moines Fire Department and to the Security Office. To help prevent fires, faculty members and staff should familiarize themselves with the location of fire extinguishers and hose cabinets in each building and should observe all smoking regulations. The Security Office telephone is 3954.

- 5.65 Parking Facilities and Regulations. No parking facilities are reserved or designated for faculty parking; all lots and all spaces are open to all campus personnel. Parking lots are located in several areas throughout the campus. Also, on-street parking is permitted on some streets within the campus area and in the vicinity of the campus; this parking is patrolled by the Des Moines Police; posted hours must be carefully observed, especially on University and Forest Avenues.

Faculty members wishing to use campus parking facilities must register their cars with the Physical Plant Office. Upon completion of a motor vehicle registration, the car owner receives a sticker which must be displayed in the lower right corner of the rear window.

Parking must be done in accordance with parking regulations, and cars with registration stickers must not park in areas reserved for visitors or campus services. Also, these registered cars may have to pay a fee to park in certain lots on special occasions such as the Drake Relays and football games, at which time these lots are used for public parking and demand fees of all users.

5.7 Miscellaneous Services and Policies

- 5.71 The Faculty House. The Faculty House is located in the lower level of Jewett Hall, 2707 Carpenter Avenue. Among its facilities are food services, (Cf. Section 5.2); various lounge areas; a recreation room equipped with a pool table, and other facilities for card games, chess, etc.
- 5.72 Identification System. Drake University employs a system of identification cards for faculty as well as students. The card includes a color photograph of the individual. Among its varied uses, this card serves as identification at athletic events, campus events, the University dining facilities, and the Library.
- 5.73 Lost and Found. Personal property left on Drake University premises will be deemed to have been abandoned by the owners thereof. Such property will be held in the main office of the building in which it is abandoned. At the end of each semester, a list of all items accumulated in those offices is compiled by the Office of Student Residences for review by any member of the Drake community upon request. On August 15 of each year, all abandoned items are forwarded to the Physical Plant Office and sold at auction on a date to be determined by the Director of the Physical Plant. All unsold items are donated to charitable organizations.
- 5.74 Mail Service. The campus mail room is located on the first floor of Old Main. It receives and distributes both campus and United States mail.

5.74 Mail Service (continued)

Campus mail is to be used only for University business. The use of campus mail for political purposes or personal mail (e. g. greeting cards) is not permitted. Such mail must have a home address and the proper U.S. postage.

The use of Drake University letterheads for political purposes is not permitted. Correspondence relating to activities, solicitations, etc. in which an individual is participating on a personal basis and not as a representative of the University must be written on personal stationery. Use of the University letterhead for such correspondence is not permitted.

Distribution of incoming mail in faculty mail boxes is made at 9:00 a. m. and 2:00 p. m., Monday through Friday, and on Saturday mornings. Direct delivery is made to some offices and buildings on campus. The Business Office receives, opens, and routes to its appropriate recipient all mail addressed only to Drake University.

Outgoing University mail is handled on the University postage meter. This mail must be delivered to the Post Office, Room 111 Old Main, not later than 4:00 p. m.; bulk mail must be delivered no later than 1:30 p. m. The charge for the postage is made to the appropriate college. There is no outgoing mail service on Saturdays.

Small quantities of postage stamps can be obtained from the University Post Office and mailing of self-stamped material is permitted at irregular hours. However, self-stamping is discouraged.

Special reusable envelopes are available for campus mail. For maximum efficiency, senders are urged to use the latest University directory for correct addresses and to include the name of the individual office or room and building.

Newcomers on campus are advised to leave their campus and home addresses with the postal clerk promptly and to advise their regular correspondents of change of address.

5.75 Notary Public Service. The following offices will certify University papers and documents requiring a notary seal:

Financial Aids Office - Illinois Hall
Law School Office - Carnegie Hall
Registrar's Office - Old Main
Student Activities Center - Olmsted Center

5.76 Theft. Theft of any University supply or equipment is to be reported immediately to the Security Office.

5.77 Vending Machines. The installation of vending machines of any kind on the campus or in buildings is permitted only when approved by the Purchasing Agent.

5.78 Duplicating Services. Standard duplicating machines are located in almost all central offices, and ditto masters are available through requisitioning.

Mimeograph and Multilith Machines are located in the Post Office in Old Main. Stencils are available for departmental and individual use, and the printing is done upon request (Form P22) with the requisition being approved by the Dean or the department chairman. Monthly charges for this service are made to the proper account.

A Xerox Machine is available in the Xerox Room of Old Main and one is available in the Cowles Library; these may be used for rapid photographic reproduction at a modest cost. This cost is charged to the department on a monthly basis.

In addition, a coin-operated copier is available in Cowles Library. A Flexowriter, an Addressograph, and a Spiral Binding Machine are available in the Post Office.

5.79 Drake University Alcohol Policy. Copies of the alcohol policy as approved by the Board of Trustees of Drake University are available in the office of the dean or department chairperson. A summary of the policy and its implementation follows:

1. The laws of the State of Iowa apply to all members of the University community and each person is expected to abide by these laws.

2. Students of legal age will be permitted to consume alcoholic beverages on campus only within their private domiciles or in areas specifically designated for social functions by permission of the Office of Student Life.

3. Drinking of alcoholic beverages is not permitted on the campus grounds, in the classroom or administrative buildings or in areas of residence halls and fraternity and sorority houses that are open to the public unless by express permission of the Office of Student Life in connection with specific social functions.

4. Violations of the University regulations concerning drinking will be referred to the appropriate office for action.

5.80 Public Liability Insurance. The University carries a broad form of public liability insurance to provide protection for claims arising out of injuries to other persons or damage to other property because of occurrences in and about buildings, campus, other properties, and also because of such claims arising out of other activities away from the campus anywhere in the world.

5.80 Public Liability Insurance (continued)

The above insurance has been extended to provide the same kind of protection to faculty members and other employees in case claims should be made against them as individuals, either jointly with a claim against Drake, or independently from such claim. This protection for faculty and employees applies to them while acting within the scope of their duties as such.

Public liability insurance is not accident insurance -- that is, it does not automatically make payments to other persons if an injury occurs. In simplified language, it is for the purpose of making payments to others when the insured person or institution is legally liable for injury or damage, which generally means that there has been some act of negligence on the part of the insured person or institution.

Any incident that occurs which might give rise to such a claim should be reported to the Drake business office promptly, and no statement should be made on behalf of Drake as to admitting responsibility.

If a faculty member or other employee is driving a University-owned automobile, then the driver is provided liability insurance along with Drake. The same holds true of a vehicle rented by Drake. However, if you should rent a vehicle on Drake's behalf, such fact must be reported to the Drake business office, before such rental takes place.

Drake does not provide any public liability insurance for faculty members or other employees who may drive their own cars on trips or errands, even though such trips may be on Drake's behalf. Your own automobile insurance must be relied on to protect yourself for liability claims in such instances, or for damage to your own automobile.

- 5.81 Liability Waivers. Faculty members need not obtain liability waivers from students prior to conducting a field trip or any student related off-campus trip.

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ACADEMIC FREEDOM AND TENURE

1940 Statement of Principles and Interpretive Comments

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher^d or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. (1)^e

Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

ACADEMIC FREEDOM

(a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. (2) Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment. (3)

(c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman. (4)

^dThe word "teacher" as used in this document is understood to include the investigator who is attached to an academic institution without teaching duties.

^eBold-face numbers in brackets refer to Interpretive Comments which follow.

ACADEMIC TENURE

(a) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represents acceptable academic practice:

(1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

(2) Beginning with appointment to the rank of full-time instructor or a higher rank, (5) the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. (6) Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period. (7)

(3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have. (8)

(4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution. (9)

(5) Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

1940 INTERPRETATIONS

At the conference of representatives of the American Association of University Professors and of the Association of American Colleges on November 7-8, 1940, the following interpretations of the 1940 Statement of Principles on Academic Freedom and Tenure were agreed upon:

1. That its operation should not be retroactive.
2. That all tenure claims of teachers appointed prior to the endorsement should be determined in accordance with the principles set forth in the 1925 Conference Statement on Academic Freedom and Tenure.
3. If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (c) of the section on ACADEMIC FREEDOM and believes that the extramural utterances of the teacher have been such

as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on ACADEMIC TENURE. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

1970 INTERPRETIVE COMMENTS

Following extensive discussions on the 1940 Statement of Principles on Academic Freedom and Tenure with leading educational associations and with individual faculty members and administrators, a Joint Committee of the AAUP and the Association of American Colleges met during 1969 to reevaluate this key policy statement. On the basis of the comments received, and the discussions that ensued, the Joint Committee felt the preferable approach was to formulate interpretations of the Statement in terms of the experience gained in implementing and applying the Statement for over thirty years and of adapting it to current needs.

The Committee submitted to the two Associations for their consideration the following "Interpretive Comments." These interpretations were approved by the Council of the American Association of University Professors in April, 1970, and endorsed by the Fifty-sixth Annual Meeting as Association policy.

In the thirty years since their promulgation, the principles of the 1940 Statement of Principles on Academic Freedom and Tenure have undergone a substantial amount of refinement. This has evolved through a variety of processes, including customary acceptance, understandings mutually arrived at between institutions and professors or their representatives, investigations and reports by the American Association of University Professors, and formulations of statements by that Association either alone or in conjunction with the Association of American Colleges. These comments represent the attempt of the two associations, as the original sponsors of the 1940 Statement, to formulate the most important of these refinements. Their incorporation here as Interpretive Comments is based upon the premise that the 1940 Statement is not a static code but a fundamental document designed to set a framework of norms to guide adaptations to changing times and circumstances.

Also, there have been relevant developments in the law itself reflecting a growing insistence by the courts on due process within the academic community which parallels the essential concepts of the 1940 Statement; particularly relevant is the identification by the Supreme Court of academic freedom as a right protected by the First Amendment. As the Supreme Court said in *Keyishian v. Board of Regents* 385 U.S. 589 (1967), "Our Nation is deeply committed to safeguarding academic freedom, which is of transcendent value to all of us and not merely to the teachers concerned. That freedom is therefore a special concern of the First

Amendment, which does not tolerate laws that cast a pall of orthodoxy over the classroom."

The numbers refer to the designated portion of the 1940 Statement on which interpretive comment is made.

1. The Association of American Colleges and the American Association of University Professors have long recognized that membership in the academic profession carries with it special responsibilities. Both Associations either separately or jointly have consistently affirmed these responsibilities in major policy statements, providing guidance to the professor in his utterances as a citizen, in the exercise of his responsibilities to the institution and students, and in his conduct when resigning from his institution or when undertaking government-sponsored research. Of particular relevance is the Statement on Professional Ethics, adopted by the Fifty-second Annual Meeting of the AAUP as Association policy and published in the AAUP Bulletin (Autumn, 1966, pp. 290-291).

2. The intent of this statement is not to discourage what is "controversial." Controversy is at the heart of the free academic inquiry which the entire statement is designed to foster. The passage serves to underscore the need for the teacher to avoid persistently intruding material which has no relation to his subject.

3. Most church-related institutions no longer need or desire the departure from the principle of academic freedom implied in the 1940 Statement, and we do not now endorse such a departure.

4. This paragraph is the subject of an Interpretation adopted by the sponsors of the 1940 Statement immediately following its endorsement which reads as follows:

If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (c) of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on Academic Tenure. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

Paragraph (c) of the 1940 Statement should also be interpreted in keeping with the 1964 "Committee A Statement on Extramural Utterances" (AAUP Bulletin, Spring, 1965, p. 29) which states inter alia: "The controlling principle is that a faculty member's expression of opinion as a citizen cannot constitute grounds for dismissal unless it clearly demonstrates the faculty member's unfitness for his position. Extramural utterances rarely bear upon the faculty member's fitness for his position. Moreover, a final decision should take into account the faculty member's entire record as a teacher and scholar."

Paragraph V of the Statement on Professional Ethics also deals with the nature of the "special obligations" of the teacher. The paragraph reads as follows:

As a member of his community, the professor has the rights and obligations of any citizen. He measures the urgency of these

obligations in the light of his responsibilities to his subject, to his students, to his profession, and to his institution. When he speaks or acts as a private person he avoids creating the impression that he speaks or acts for his college or university. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Both the protection of academic freedom and the requirements of academic responsibility apply not only to the full-time probationary as well as to the tenured teacher, but also to all others, such as part-time and teaching assistants, who exercise teaching responsibilities.

5. The concept of "rank of full-time instructor or a higher rank" is intended to include any person who teaches a full-time load regardless of his specific title.*

6. In calling for an agreement "in writing" on the amount of credit for a faculty member's prior service at other institutions, the Statement furthers the general policy of full understanding by the professor of the terms and conditions of his appointment. It does not necessarily follow that a professor's tenure rights have been violated because of the absence of a written agreement on this matter. Nonetheless, especially because of the variation in permissible institutional practices, a written understanding concerning these matters at the time of appointment is particularly appropriate and advantageous to both the individual and the institution.

7. The effect of this subparagraph is that a decision on tenure, favorable or unfavorable, must be made at least twelve months prior to the completion of the probationary period. If the decision is negative, the appointment for the following year becomes a terminal one. If the decision is affirmative, the provisions in the 1940 Statement with respect to the termination of services of teachers or investigators after the expiration of a probationary period should apply from the date when the favorable decision is made.

The general principle of notice contained in this paragraph is developed with greater specificity in the Standards for Notice of Nonreappointment, endorsed by the Fiftieth Annual Meeting of the American Association of University Professors (1964). These standards are:

Notice of nonreappointment, or of intention not to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

(1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

(2) Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

(3) At least twelve months before the expiration of an appointment after two or more years in the institution.

*For a discussion of this question, see the "Report of the Special Committee on Academic Personnel Ineligible for Tenure," AAUP Bulletin, Autumn, 1966, pp. 280-282.

Other obligations, both of institutions and individuals, are described in the Statement on Recruitment and Resignation of Faculty Members, as endorsed by the Association of American Colleges and the American Association of University Professors in 1961.

8. The freedom of probationary teachers is enhanced by the establishment of a regular procedure for the periodic evaluation and assessment of the teacher's academic performance during his probationary status. Provision should be made for regularized procedures for the consideration of complaints by probationary teachers that their academic freedom has been violated. One suggested procedure to serve these purposes is contained in the Recommended Institutional Regulations on Academic Freedom and Tenure, prepared by the American Association of University Professors.

9. A further specification of the academic due process to which the teacher is entitled under this paragraph is contained in the Statement on Procedural Standards in Faculty Dismissal Proceedings, jointly approved by the American Association of University Professors and the Association of American Colleges in 1958. This interpretive document deals with the issue of suspension, about which the 1940 Statement is silent.

The 1958 Statement provides: "Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to himself or others is threatened by his continuance. Unless legal considerations forbid, any such suspension should be with pay." A suspension which is not followed by either reinstatement or the opportunity for a hearing is in effect a summary dismissal in violation of academic due process.

The concept of "moral turpitude" identifies the exceptional case in which the professor may be denied a year's teaching or pay in whole or in part. The statement applies to that kind of behavior which goes beyond simply warranting discharge and is so utterly blameworthy as to make it inappropriate to require the offering of a year's teaching or pay. The standard is not that the moral sensibilities of persons in the particular community have been affronted. The standard is behavior that would evoke condemnation by the academic community generally.

STATEMENT ON PROCEDURAL STANDARDS IN FACULTY DISMISSAL PROCEEDINGS

The following Statement on Procedural Standards in Faculty Dismissal Proceedings was prepared by a joint committee representing the Association of American Colleges and the American Association of University Professors and was approved by these two associations at their annual meetings in 1958. It supplements the 1940 Statement of Principles on Academic Freedom and Tenure by providing a formulation of the "academic due process" that should be observed in dismissal proceedings. The exact procedural standards here set forth, however, "are not intended to establish a norm in the same manner as the 1940 Statement of Principles on Academic Freedom and Tenure, but are presented rather as a guide...."

INTRODUCTORY COMMENTS

Any approach toward settling the difficulties which have beset dismissal proceedings on many American campuses must look beyond procedure into setting and cause. A dismissal proceeding is a symptom of failure; no amount of use of removal process will help strengthen higher education as much as will the cultivation of conditions in which dismissals rarely if ever need occur.

Just as the board of control or other governing body is the legal and fiscal corporation of the college, the faculty are the academic entity. Historically, the academic corporation is the older. Faculties were formed in the Middle Ages, with managerial affairs either self-arranged or handled in course by the parent church. Modern college faculties, on the other hand, are part of a complex and extensive structure requiring legal incorporation, with stewards and managers specifically appointed to discharge certain functions.

Nonetheless, the faculty of a modern college constitute an entity as real as that of the faculties of medieval times, in terms of collective purpose and function. A necessary pre-condition of a strong faculty is that it have first-hand concern with its own membership. This is properly reflected both in appointments to and in separations from the faculty body.

A well-organized institution will reflect sympathetic understanding by trustees and teachers alike of their respective and complementary roles. These should be spelled out carefully in writing and made available to all. Trustees and faculty should understand and agree on their several functions in determining who shall join and who shall remain on the faculty. One of the prime duties of the administrator is to help preserve understanding of those functions. It seems clear on the American college scene that a close positive relationship exists between the excellence of colleges, the strength of their faculties, and the extent of faculty responsibility in determining faculty membership. Such a condition is in no wise inconsistent with full faculty awareness of institutional factors with which governing boards must be primarily concerned.

In the effective college, a dismissal proceeding involving a faculty member on tenure, or one occurring during the term of an appointment, will be a rare exception, caused by individual human weakness and not by an unhealthful setting. When it does come, however, the college should be prepared for it, so that both institutional integrity and individual human rights may be preserved during the process of resolving the trouble. The faculty must be willing to recommend the dismissal of a colleague when necessary. By the same token, presidents and governing boards must be willing to give full weight to a faculty judgment favorable to a colleague.

One persistent source of difficulty is the definition of adequate cause for the dismissal of a faculty member. Despite the 1940 Statement of Principles on Academic Freedom and Tenure and subsequent attempts to build upon it, considerable ambiguity and misunderstanding persist throughout higher education, especially in the respective conceptions of governing boards, administrative officers, and faculties concerning this matter. The present statement assumes that individual institutions will have formulated their own definitions of adequate cause for dismissal, bearing in mind the 1940 Statement and standards which have developed in the experience of academic institutions.

This statement deals with procedural standards. Those recommended are not intended to establish a norm in the same manner as the 1940 Statement of Principles on Academic Freedom and Tenure, but are presented rather as a guide to be used according to the nature and traditions of particular institutions in giving effect to both faculty tenure rights and the obligations of faculty members in the academic community.

PROCEDURAL RECOMMENDATIONS

1. Preliminary Proceedings Concerning the Fitness of a Faculty Member

When reason arises to question the fitness of a college or university faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers should ordinarily discuss the matter with him in personal conference. The matter may be terminated by mutual consent at this point; but if an adjustment does not result, a standing or ad hoc committee elected by the faculty and charged with the function of rendering confidential advice in such situations should informally inquire into the situation to effect an adjustment if possible and, if none is effected, to determine whether in its view formal proceedings to consider his dismissal should be instituted. If the committee recommends that such proceedings should be begun, or if the president of the institution, even after considering a recommendation of the committee favorable to the faculty member, expresses his conviction that a proceeding should be undertaken, action should be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal should then be jointly formulated by the president and the faculty committee; if there is disagreement, the president or his representative should formulate the statement.

2. Commencement of Formal Proceedings

The formal proceedings should be commenced by a communication addressed to the faculty member by the president of the institution, informing the faculty member of the statement formulated, and informing him that, if he so requests, a hearing to determine whether he should be removed from his faculty position on the grounds stated will be conducted by a faculty committee at a specified time and place. In setting the date of the hearing, sufficient time should be allowed the faculty member to prepare his defense. The faculty member should be informed, in detail or by reference to published regulations, of the procedural rights that will be accorded to him. The faculty member should state in reply whether he wishes a hearing and, if so, should answer in writing, not less than one week before the date set for the hearing, the statements in the president's letter.

3. Suspension of the Faculty Member

Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to himself or others is threatened by his continuance. Unless legal considerations forbid, any such suspension should be with pay.

4. Hearing Committee

The committee of faculty members to conduct the hearing and reach a decision should either be an elected standing committee not previously concerned with the case or a committee established as soon as possible after the president's letter to the faculty member has been sent. The choice of members of the hearing committee should be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee should elect its own chairman.

5. Committee Proceeding

The committee should proceed by considering the statement of grounds for dismissal already formulated and the faculty member's response written before the time of the hearing. If the faculty member has not requested a hearing, the committee should consider the case on the basis of the obtainable information and decide whether he should be removed; otherwise the hearing should go forward. The committee, in consultation with the president and the faculty member, should exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the president's letter to the faculty member should be received.

The president should have the option of attendance during the hearing. He may designate an appropriate representative to assist in developing the case; but the committee should determine the order of proof, should normally conduct the questioning of witnesses, and, if necessary, should secure the presentation of evidence important to the case.

The faculty member should have the option of assistance by counsel, whose functions should be similar to those of the representative chosen by the president.

The faculty member should have the additional procedural rights set forth in the 1940 Statement of Principles on Academic Freedom and Tenure and should have the aid of the committee, when needed, in securing the attendance of witnesses. The faculty member or his counsel and the representative designated by the president should have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member should have the opportunity to be confronted by all witnesses adverse to him. Where unusual and urgent reasons move the hearing committee to withhold this right, or where the witness cannot appear, the identity of the witness, as well as his statements, should nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may when necessary be taken outside the hearing and reported to it. All of the evidence should be duly recorded. Unless special circumstances warrant, it should not be necessary to follow formal rules of court procedure.

6. Consideration by Hearing Committee

The committee should reach its decision in conference, on the basis of the hearing. Before doing so, it should give opportunity to the faculty member or his counsel and the representative designated by the president to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It should make explicit findings with respect to each of the grounds of removal presented, and a reasoned opinion may be desirable. Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the governing body of the institution. The president and the faculty member should be notified of the decision in writing and should be given a copy of the record of the hearing. Any release to the public should be made through the president's office.

7. Consideration by Governing Body

The president should transmit to the governing body the full report of the hearing committee, stating its action. On the assumption that the governing board has accepted the principle of the faculty hearing committee, acceptance of the committee's decision would normally be expected. If the governing body chooses to review the case, its review should be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the hearing committee should either be sustained or the proceeding be returned to the committee with objections specified. In such a case the committee should reconsider, taking account of the stated objections and receiving new evidence if necessary. It should frame its decision and communicate it in the same manner as before. Only after study of the committee's reconsideration should the governing body make a final decision overruling the committee.

8. Publicity

Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers should be avoided so far as possible until the proceedings have been completed. Announcement of the final decision should include a statement of the hearing committee's original action, if this has not previously been made known.

THE STANDARDS FOR NOTICE OF NONREAPPOINTMENT

Approved by the Council of the American Association of University Professors in October, 1963, and endorsed by the Fiftieth Annual Meeting in 1964 as Association policy.

Because a probationary appointment, even though for a fixed or stated term, carries an expectation of renewal, the faculty member should be explicitly informed of a decision not to renew his appointment, in order that he may seek a position at another college or university. Such notice should be given at an early date, since a failure to secure another position for the ensuing academic year will deny the faculty member the opportunity to practice his profession. The purpose of this Statement is to set forth in detail, for the use of the academic profession, those standards for notice of nonreappointment which the Association over a period of years has actively supported and which are expressed as a general principle in the 1940 Statement of Principles on Academic Freedom and Tenure.

The Standards for Notice

Notice of nonreappointment, or of intention **not** to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

- (1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
- (2) Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- (3) At least twelve months before the expiration of an appointment after two or more years in the institution.

1968 RECOMMENDED INSTITUTIONAL REGULATIONS ON ACADEMIC FREEDOM AND TENURE

Recommended Institutional Regulations on Academic Freedom and Tenure set forth, in language suitable for use by an institution of higher education, rules which derive from the chief provisions and interpretations of the 1940 Statement of Principles on Academic Freedom and Tenure and of the 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings. The Recommended Institutional Regulations were first formulated by Committee A on Academic Freedom and Tenure in 1957.

In 1968, after eleven years of further experience in evaluating regulations actually in force at particular institutions, Committee A formulated this revised and expanded text. The Association will be glad to assist in interpretation of the regulations or to consult about their incorporation in, or adaptation to, the rules of a particular college or university.

FOREWORD

These regulations are designed to enable the (named institution) to protect academic freedom and tenure and the requirements of academic due process. The principles implicit in these regulations are for the benefit of all who are involved with or are affected by the policies and programs of the institution. A college or university is a marketplace of ideas, and it cannot fulfill its purposes of transmitting, evaluating, and extending knowledge if it requires conformity with any orthodoxy of content and method. In the words of the United States Supreme Court, "Teachers and students must always remain free to inquire, to study, and to evaluate, to gain new maturity and understanding; otherwise our civilization will stagnate and die."

1. Statement of Terms of Appointment

- (a) The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.
- (b) With the exception of special appointments clearly limited to a brief association with the institution, and reappointments of retired faculty members on special conditions, all full-time appointments to the rank

of instructor or higher are of two kinds: (1) probationary appointments; (2) appointments with continuous tenure.

- (c) Except for faculty members who have tenure status, every person with a teaching or research appointment of any kind will be informed each year in writing of his appointment and of all matters relative to his eligibility for the acquisition of tenure.

2. Probationary Appointments

- (a) Probationary appointments may be for one year, or for other stated periods, subject to renewal. The total period of full-time service prior to the acquisition of continuous tenure will not exceed ----years,¹ including all previous full-time service with the rank of instructor or higher in other institutions of higher learning, (except that the probationary period may extend to as much as four years, even if the total full-time service in the profession thereby exceeds seven years; the terms of such extension will be stated in writing at the time of initial appointment.)² Except as provided in Regulation 12, time spent on leave of absence will count as probationary period service, unless the individual and institution agree to the contrary at the time leave is granted.
- (b) Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of his appointment, as follows: (1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination; (2) not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination; (3) at least twelve months before the expiration of an appointment after two or more years of service at the institution. The institution will normally notify faculty members of the terms and conditions of their renewals by March 15, but in no case will such information be given later than ----.³

3. Termination of Appointment by the Faculty Member

A faculty member may terminate his appointment effective at the end of an academic year, provided that he gives notice in writing at the earliest possible opportunity, but not later than May 15, or 30 days after receiving notification of the terms of his appointment for the coming year, whichever date occurs later. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he would otherwise be denied substantial professional advancement or other opportunity.

¹(Under the 1940 Statement of Principles on Academic Freedom and Tenure, this period may not exceed seven years.)

²(The exception here noted applies only to an institution whose maximum probationary period exceeds four years.)

³(April 15 is the recommended date.)

4. Termination of Appointments by the Institution

- (a) Termination of an appointment with continuous tenure, or of a special or probationary appointment before the end of the specified term, may be effected by the institution only for adequate cause.
- (b) If termination takes the form of a dismissal, it will be pursuant to the procedure specified in Regulation 5.
- (c) Where termination of appointment is based upon financial exigency, or bona fide discontinuance of a program or department of instruction, Regulation 5 will not apply, but faculty members shall be able to have the issues reviewed by the faculty, or by the faculty's grievance committee, with ultimate review of all controverted issues by the governing board. In every case of financial exigency or discontinuance of a program or department of instruction, the faculty member concerned will be given notice as soon as possible, and never less than 12 months' notice, or in lieu thereof he will be given severance salary for 12 months. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution will make every effort to place affected faculty members in other suitable positions. If an appointment is terminated before the end of the period of appointment, because of financial exigency, or because of the discontinuance of a program of instruction, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.
- (d) Termination of a tenured appointment, or of a nontenured or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence which shall, if the faculty member so requests, be reviewed by the Faculty Committee on Academic Freedom and Tenure (or whatever title it may have) before a final decision is made by the governing board on the recommendation of the President of the institution.

5. Dismissal Procedures

- (a) Adequate cause for a dismissal will be related, directly and substantially, to the fitness of the faculty member in his professional capacity as a teacher or researcher. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.
- (b) Dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term, will be preceded by: (1) discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement; (2) informal inquiry by the duly elected faculty committee (insert name of committee) which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President;
- (3) a statement of charges, framed with reasonable particularity by the President or his delegate.

- (c) A dismissal, as defined in Regulation 5 (a), will be preceded by a statement of reasons, and the individual concerned will have the right to be heard initially by the elected faculty hearing committee (insert name of committee).⁴ A member will remove himself from the case, either at the request of a party or on his own initiative, if he deems himself disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause.⁵

(1) Service of notice of hearing with specific charges in writing will be made at least 20 days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges against him or asserts that the charges do not support a finding of adequate cause, the hearing tribunal will evaluate all available evidence and rest its recommendation upon the evidence in the record.

(2) The committee, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing should be public or private.

(3) During the proceedings the faculty member will be permitted to have an academic advisor and counsel of his own choice.

(4) At the request of either party or the hearing committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.

(5) A verbatim record of the hearing or hearings will be taken and a typewritten copy will be made available to the faculty member without cost to him, at his request.

(6) The burden of proof that adequate cause exists rests with the institution, and shall be satisfied only by clear and convincing evidence in the record considered as a whole.

(7) The hearing tribunal will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.

(8) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the institution will, insofar as it is possible for it to do so, secure the cooperation of such witnesses and make available necessary documents and other evidence within its control.

⁴(This committee should not be the same as the committee referred to in Regulation (5b) (2).)

⁵(Regulations of the institution should provide for alternates, or for some other method of filling vacancies on the hearing committee resulting from disqualification, challenge without stated cause, illness, resignation, or any other reason.)

(9) The faculty member and the administration will have the right to confront and crossexamine all witnesses. Where the witness cannot or will not appear, but the committee determines that the interests of justice require admission of his statement, the committee will identify the witness, disclose his statement and if possible provide for interrogatories.

(10) In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.

(11) The hearing committee will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.

(12) The findings of fact and the decision will be based solely on the hearing record.

(13) Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the governing board of the institution. The President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.

(14) If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, he will state his reasons for doing so, in writing, to the hearing committee and to the faculty member, and provide an opportunity for response before transmitting the case to the governing board. If the hearing committee concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.

6. Action by the Governing Board

If dismissal or other penalty is recommended, the President will, on request of the faculty member, transmit to the governing board the record of the case. The governing board's review will be based on the record of the committee hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. The decision of the hearing committee will either be sustained, or the proceeding returned to the committee with specific objections. The committee will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The governing board will make a final decision only after study of the committee's reconsideration.

7. Suspensions

Until the final decision upon termination of an appointment has been reached, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to himself or others is threatened by his continuance. Before suspending a faculty member, pending an ultimate determination of his status through the institution's hearing machinery, the administration will consult with the Faculty Committee on Academic Freedom and Tenure (or whatever other title it may have). Suspension is appropriate only pending a hearing; a suspension which is intended to be final is a dismissal, and will be dealt with as such. Salary will continue during the period of suspension.

8. Terminal Salary or Notice

If the appointment is terminated, the faculty member will receive his salary or notice in accordance with the schedule of notice to which he is entitled under Regulation 2(b), or, if he has tenure, for at least one year. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved moral turpitude. On the recommendation of the faculty hearing committee or the President, the governing board, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

9. Academic Freedom

All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure, formulated by the Association of American Colleges and the American Association of University Professors.

10. Academic Freedom of Nontenured Faculty

If a faculty member on probationary or other nontenured appointment alleges that considerations violative of academic freedom significantly contributed to a decision not to reappoint him, his allegation will be given preliminary consideration by the (insert name of committee), which will seek to settle the matter by informal methods. His allegation shall be accompanied by a statement that he agrees to the presentation, for the consideration of the faculty committees, of such reasons and evidence as the institution may allege in support of its decision. If the difficulty is unresolved at this stage, and if the committee so recommends, the matter will be heard in the manner set forth in Regulation 5 and 6, except that the faculty member making the complaint is responsible for stating the grounds upon which he bases his allegations, and the burden of proof shall rest upon him. If he succeeds in establishing a prima facie case, it is incumbent upon those who made the decision not to reappoint him to come forward with evidence in support of their decision.

11. Administrative Personnel

The foregoing regulations apply to administrative personnel who hold academic rank, but only in their capacity as faculty members. Where an administrator alleges that a consideration violative of academic freedom significantly contributed to a decision to terminate his appointment to his administrative post, or not to reappoint him, he is entitled to the procedures set forth in Regulation 10.

12. Political Activities of Faculty Members

Faculty members, as citizens are free to engage in political activities. Where necessary, leaves of absence may be given for the duration of an election campaign or a term of office, on timely application, and for a reasonable period of time. The terms of such leave of absence shall be set forth in writing, and the leave will not affect unfavorably the tenure status of a faculty member, except that time spent on such leave will not count as probationary service unless otherwise agreed to.⁶

NOTE: Regulations 13, 14, and 15 are suggested in tentative form, and will require adaptation to the specific structure and operations of the institution; the provisions as recommended here are intended only to indicate the nature of the provisions to be included, and not to offer specific detail.

13. Graduate Student Academic Staff

- (a) In no case will a graduate or teaching assistant be dismissed without having been provided with a statement of reasons and an opportunity to be heard before a duly constituted committee. (A dismissal is a termination before the end of the period of appointment.)
- (b) With respect to the nonreappointment of a graduate or teaching assistant who establishes a prima facie case to the satisfaction of a duly constituted committee that a consideration violative of academic freedom significantly contributed to the nonreappointment, he will be given a statement of reasons by those responsible for the nonreappointment and an opportunity to be heard by the committee.

14. Other Academic Staff

- (a) In no case will a member of the academic staff who is not otherwise protected by the preceding regulations which relate to dismissal proceedings be dismissed without having been provided with a statement of reasons and an opportunity to be heard before a duly constituted committee. (A dismissal is a termination before the end of the period of appointment.)

⁶(See the Association's Statement on Professors and Political Activity.)

⁷(Each institution should define with particularity who are members of the academic staff.)

- (b) With respect to the nonreappointment of a member of such academic staff who establishes a prima facie case to the satisfaction of a duly constituted committee that a consideration violative of academic freedom significantly contributed to the nonreappointment, he will be given a statement of reasons by those responsible for the nonreappointment and an opportunity to be heard by the committee.

15. Grievance Procedure

If any faculty member feels that he has cause for grievance in any matter other than dismissal proceedings--such matters as salaries, assignment of teaching duties, assignment of space or other facilities, and propriety of conduct--he may petition the elected faculty grievance committee (here name the committee) for redress. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his case. The committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the committee such a settlement is not possible or is not appropriate, the committee will report its findings and recommendations to the petitioner and to the appropriate administrative officer and faculty body (here identify), and the petitioner will, at his request, be provided an opportunity to present his case to them.

The grievance committee will consist of three (or some other number) members of the faculty who have tenure and who are elected at large. No department chairman or administrative officer shall serve on the committee.

NOTE ON IMPLEMENTATION

The Recommended Institutional Regulations here presented will require for their implementation a number of structural arrangements and agencies. For example, the Regulations will need support by:

- (a) channels of communication between all the involved components of the institution, and between them and a concerned faculty member,
- (b) definitions of corporate and individual faculty status within the college or university government, and of the role of the faculty in decisions relating to academic freedom and tenure,
- (c) appropriate procedures for the creation and operation of faculty committees, with particular regard to the principles of faculty authority and responsibility.

The forms which these supporting elements assume will of course vary from one institution to another. Consequently, no

detailed description of the elements is attempted in these Recommended Institutional Regulations. With respect to the principles involved, guidance will be found in the 1966 Statement on Government of Colleges and Universities, jointly formulated by the American Council on Education, the Association of Governing Boards of Universities and Colleges, and the American Association of University Professors.

STATEMENT ON GOVERNMENT OF COLLEGES AND UNIVERSITIES

V. The Academic Institution: The Faculty

The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It is desirable that the faculty should, following such communication, have opportunity for further consideration and further transmittal of its views to the president or board. Budgets, manpower limitations, the time element, and the policies of other groups, bodies and agencies having jurisdiction over the institution may set limits to realization of faculty advice.

The faculty sets the requirements for the degrees offered in course, determines when the requirements have been met, and authorizes the president and board to grant the degrees thus achieved.

Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments. Likewise there is the more general competence of experienced faculty personnel committees having a broader charge. Determinations in these matters should first be by faculty action through established procedures, reviewed by the chief academic officers with the concurrence of the board. The governing board and president should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail.

The faculty should actively participate in the determination of policies and procedures governing salary increases.

The chairman or head of a department, who serves as the chief representative of his department within an institution, should be selected either by departmental election or by appointment following consultation with members of the department and of related departments; appointments should normally be in conformity with department members' judgment. The chairman or department head should not have tenure in his office; his tenure as a faculty member is a matter of separate right. He should serve for a stated term but without prejudice to re-election or to reappointment by procedures which involve appropriate faculty consultation. Board, administration, and faculty should all bear in mind that the department chairman has a special obligation to build a department strong in scholarship and teaching capacity.

Agencies for faculty participation in the government of the college or university should be established at each level where faculty responsibility is present. An agency should exist for the presentation of the views of the whole faculty. The structure and procedures for faculty participation should be designed, approved, and established by joint action of the components of the institution. Faculty representatives should be selected by the faculty according to procedures determined by the faculty.

The agencies may consist of meetings of all faculty members of a department, school, college, division, or university system, or may take the form of faculty-elected executive committees in departments and schools and a faculty-elected senate or council for larger divisions or the institution as a whole.

Among the means of communication among the faculty, administration, and governing board now in use are: (1) circulation of memoranda and reports by board committees, the administration, and faculty committees, (2) joint ad hoc committees, (3) standing liaison committees, (4) membership of faculty members on administrative bodies, and (5) membership of faculty members on governing boards. Whatever the channels of communication, they should be clearly understood and observed.

DRAKE UNIVERSITY, DES MOINES, IOWA

RULES AND REGULATIONS OF THE UNIVERSITY SENATE
REVISED AUGUST 1, 1975

1.0 RULES OF PROCEDURE

- 1.1 Except as otherwise provided in the By-Laws or Rules of the Senate, Robert's Rules of Order shall govern the proceedings of the Senate.
- 1.2 The Chairman of the Senate may appoint a parliamentarian to assist him. The parliamentarian need not be a member of this Senate.
- 1.3 Persons other than members of the Senate may be heard at Senate meetings upon approval of a majority of members present, or at the request of a committee presenting a report.
- 1.4 The Senate, by majority vote, may declare a meeting to be a closed meeting and has the power to close the meeting to all except members of the Senate.
- 1.5 Visitors may attend meetings of the Senate except for closed meetings and shall be permitted to remain except for actions in which they engage which violate the decorum of the Senate meeting. The Chairman of the Senate shall have power to determine when actions of visitors violate the decorum of the Senate.
- 1.6 The Registrar of the University shall keep a record of the proceedings of the Senate and cause an abstract of the same to be transcribed and circulated to the Senators, the Chairman and Secretary of the Board of Trustees of the University, the President of the University, members of the faculty, the officers of student government, the University Library, the "The Point". The Senate may by two-thirds vote seal or limit distribution of its records relating to any closed meeting. Members of the Senate shall have access to all records of the Senate in the Office of the Registrar at reasonable times.
- 1.7 General files of the University Senate and its officers shall be housed in an office provided for the purpose or in the Office of the Registrar of the University.
- 1.8 Revisions of the Senate rules shall be formulated by the Senate Committee on Rules and Operations and recommended to the Senate for action. A two-thirds vote of the Senate shall be required for revision of the Senate Rules.
- 1.9 Substantive main motions to be introduced to the Senate for purposed of debate under the item "New Business" shall be submitted in writing to the Chairman of the Committee on Committees for inclusion in the general mailing to Senators.
- 1.10 Substantive main motions which are not so submitted, but merely introduced on the floor of the Senate, shall be submitted to the Secretary in writing immediately after having been made orally on the Senate floor.

- 1.11 Substantive main motions not submitted according to paragraph 1.9 above shall be allowed up to five minutes for introduction and discussion, unless extended by majority vote of the Senate. Unless so extended, further consideration of the motion shall automatically be postponed to the next meeting of the Senate, unless sent to committee.
- 1.12 Upon receipt of a substantive main motion, the Secretary shall affix a number to it, according to a sequential numbering system applicable to each Senate year. Each such motion is to be referred to by its assigned number in the minutes.
- 1.13 A quorum for the Senate shall be one-half of the membership of the Senate, provided that no motion shall pass with fewer than fifteen affirmative votes.
- 1.14 Voting rights of all members of the Senate shall be uniform.
- 1.15 The Secretary of the Senate shall regulate the budget for reproduction of Senators' statements for distribution to members of the Senate. Upon authorization by the Secretary of the Senate, individual Senators may charge reproduction of a reasonable number of pages of their views regarding Senate business for distribution to Senators. No funds are available for preparation of the copy. Senators availing themselves of this opportunity shall consult the Secretary of the Senate regarding the appropriate account number and the place to record the charge.

The Secretary of the Senate shall advise Chairmen of standing Senate Committees concerning availability of funds, appropriate account numbers, and other details. Chairmen should exercise care to avoid overdraft on the Senate funds.

2.0 MEETINGS AND NOTICE

- 2.1 The Senate shall normally meet each month from September through May on the third Wednesday at 3:00 p.m. The Senate shall meet at other times upon call by the President of the University or upon a signed petition by ten Senators. Such petitions may be submitted either to the President of the University or to the Committee on Committees. The Committee on Committees shall establish the time and place of the meeting and fix the agenda.
- 2.2 Notice of meetings of the Senate shall be sent to members by the Secretary of the Senate stating the time and place of meeting and the agenda for the meeting in a convenient manner calculated to reach the person notified at least five days before the meeting. No meeting of the Senate shall be without authority to transact business due to failure of written notice to reach any person entitled to notice. In an emergency declared by the President, the Vice Chairman of the Senate and the Chairman of the Committee on Committees, any manner of notice of the time and place of meeting shall be timely if sent three days before the meeting or received one day before the meeting. Notice of specially called meetings shall include a full statement of the matter or matters to be brought before the Senate for consideration and action. At regularly scheduled meetings a two-thirds majority of the members present may waive notice requirements for that meeting, amend the agenda and take up matters not scheduled on the agenda.

3.0 ELECTIONS

- 3.1 The election of new Senate members shall be completed before March 31 and the new Senate should be organized at once for the limited purpose of choosing its officers and naming the Chairman of the Committee on Committees. This new Committee on Committees shall then determine the student and faculty membership of Senate Committees for the following year according to the procedures outlined in 4.2. The newly selected Senate shall be seated as the University Senate after the third Wednesday in May of each year.
- 3.2 Elective members of the Senate from the Faculty of Instruction shall be elected by March 12 of each year in accordance with Article F of the By-Laws of the University.
- 3.3 The twenty-eight members at-large elected from and by the Faculty of Instruction shall be elected from the list of eligible candidates. Candidates who will not be in residence during the following year shall be listed separately with a statement that, although eligible, the candidates will not be available to carry out duties as Senate members. The Committee on Committees shall designate the Board of Tellers who will conduct the election in the customary manner except as herein otherwise provided.
- 3.4 Each College having a full-time faculty shall elect from its faculty two members to the Senate by March 26 of each year.
- 3.5 The administrative staff shall elect two members to the Senate by March 22 of each year.
- 3.6 Seven administrative officers of the University other than Deans of the Colleges now existing or hereafter established shall be designated by the President of the University for Senate membership by March 26 of each year.
- 3.7 The Student Body of the University shall elect in a general election eight members to the Senate by March 29 each year. The elected Student Body President and the elected Student Body Vice-President shall serve as members of the Senate. The Student Activities Board shall be responsible for conducting the election. In addition, each undergraduate college, the School of Law, School of Graduate Studies and University College shall elect one student to the University Senate. Each college shall be responsible for conducting its election in accordance with the calendar for Senate elections established by the Senate.
- 3.8 In the event that an elected or appointed member of the Senate cannot or will not hold the office of Senator, the body or person making the initial election or appointment shall have the power and duty to replace such a person at the earliest possible time. In the case of Senators elected at-large from and by the Faculty of Instruction, such replacement shall be secured by appointing the next eligible candidate as determined from the vote tally sheets of the preceding election as maintained by the Board of Tellers. In the case of student Senators elected at a general election of the student body, or at elections by the colleges and schools, under Rule 3.7, such replacement shall be secured by appointing the next eligible candidate as determined from the vote tally sheets of the preceding election as maintained by the body or person responsible for conducting that election.

- 3.9 Student Senators elected at-large are subject to a recall procedure including the following conditions and processes.

Petition: Upon receipt of a petition by the Election, Calendar, and Certification Committee (ECC), signed by a number of full-time students, equaling ten per cent of the number of students voting in the previous senatorial election, but not less than 250 students, an election for the recall of a student Senator who was elected at-large shall be held.

- A. This petition must indicate the name of the Student Senator being subjected to the recall procedure.
- B. This petition must contain the reasons for his proposed removal, e.g., incompetence, irresponsibility, or neglect.
- C. The Chairman of the Election, Calendar, and Certification Committee shall notify the Senator concerned immediately upon receipt of the petition.

Election Procedures: If the majority of students voting on the question of removal favor the removal of the accused Senator, and if the number voting is at least equal to a majority of the number of students voting in the previous Senatorial election, the Senator concerned shall be considered removed from office. This removal shall not take effect until his successor is chosen.

- A. This recall election is to be controlled by the Election, Calendar, and Certification Committee.
- B. There must lapse a minimum of seven full class days but not more than nine full class days between the time of the submission of the petition to the ECC and the recall election. During this time, there is to be a well publicized forum to be conducted by the ECC where the Senator concerned, a number of the petitioners, and other members of the student body will be able to gather to discuss, challenge, or defend the charges made against the Senator concerned.

Follow-up Election: When a Student Senator is removed from office by this recall procedure there shall be an election held within two weeks by the ECC to select a new student Senator at-large. This election shall follow the same procedure as a normal election for a student Senator at-large, except as modified below.

- A. The previously recalled student Senator shall not be allowed to run to succeed himself.
- B. The student elected to the position of the recalled student Senator shall assume the duties of that office immediately upon the completion of the computation of the votes.

4.0 COMMITTEES

- 4.1 Senate Committee members shall continue in office until their successors are appointed. (See 3.1 above.)

4.2 The Vice President, Student Life, shall provide the Committee on Committees with a list of student candidates for membership on committees of the Senate. This list of potential student members shall be developed through the following processes:

- a. Student volunteers responding to an invitation well publicized by means of the student newspaper, notices on bulletin boards, notice to floor counselors, and notices to heads of campus organizations.
- b. Nominations from the student members of the University Senate.
- c. Nominations from any other appropriate source.

The student members of the University Senate should serve as a group of consultants to the Committee on Committees at some point prior to the final appointment of student members by the Committee on Committees.

The appointment of student members to Senate committees for the following year should be made before the close of school in the spring.

4.3 The Committee on Committees may recommend from time to time additions, deletions, or alterations in the number and types of Senate committees to the Senate. However, no change can be made in committee structure without the approval of the Senate.

4.5 The quorum necessary to take action by a committee of the Senate shall be a majority of the voting membership of the committee. Proxy representation does not apply in committee or subcommittee meetings, for either quorum or voting purposes. If less than a quorum is present for a properly scheduled meeting, those present have power to adjourn the meeting to a later time they may designate. Notice of the adjourned meeting must conform to 4.18.

4.6 Each Senate Committee shall report to the Senate at least once during the academic year with a report indicating work completed or in progress made no later than the February meeting of the Senate. Committee chairmen shall be responsible for making such reports. The Chairman may designate another member of the committee to make the report.

4.7 Committee reports to the Senate shall be presented in good style and form, and in writing. Such reports shall be circulated to all Senators to reach them no later than three days prior to the Senate meeting at which the reports will be presented. When Senate action is required the action sought should be clearly stated in motion form.

4.8 Recommendations from committees to the Senate shall be made upon majority vote of the committee present and voting. Any minority of a committee may also present a minority opinion, stated in writing, and circulated to the Senate so as to reach Senators no later than three days prior to the Senate meeting at which this report will be presented.

4.9 The Committee on Committees shall refer matters submitted for inclusion on the Senate agenda to each of the committees having the substantive matter concerned within their area of responsibility prior to inclusion on the Senate agenda. The Senate, by a vote of two-thirds of those present at any regular meeting, may require a matter to be placed on the agenda for the next regular meeting or to be taken up out of order.

- 4.10 Senate committees may establish ad hoc subcommittees and ad hoc conference committees as necessary, and may designate the constituency of such committees.
- 4.11 With the concurrence of the Committee on Committees, or of the Senate, a standing Senate committee may establish standing subcommittees. Constituency of standing subcommittees shall be determined by the Committee on Committees.
- 4.12 Ad hoc committees of the Senate may be established as needed by the Senate. Constituency of Senate Ad Hoc Committees shall be regulated by the Committee on Committees. Such committees shall have a limited purpose and shall have a life of no more than two years, unless extended by Senate action.
- 4.13 The Committee on Committees, pursuant to Article F of the By-Laws, is charged with the responsibility for determining the numbers and selecting the membership of standing committees of the Senate.
- 4.14 Committees and subcommittees of the University Senate shall have the authority and responsibility provided by the authority establishing the Committee. Except as provided in the By-Laws of the University, a subcommittee shall make legislative recommendations to the parent committee. Standing and ad hoc committees shall submit recommendations to the Senate through the Committee on Committees; administrative action of committees and subcommittees are reviewable by the Senate and the parent committee respectively; judicial action by a committee or subcommittee shall be reviewable only as provided by the By-Laws, Rules and Regulations, or prior resolution of the Senate.
- 4.15 Except as provided in the By-Laws of the University, vacancies in committee or subcommittee membership shall be filled promptly by the appointing authority.
- 4.16 Each Senate committee should meet regularly at least once each month of the academic year. Other committees and subcommittees may establish meeting schedules appropriate to their functions.
- 4.17 Committees and subcommittees shall meet on call by the chairman or any two members, at a convenient hour.
- 4.18 Notice of all meetings, including agenda where feasible, shall be sent to each member, by U.S. or campus mail, telephone, or any other means reasonably calculated to reach him. The notice shall be sent at least three days (exclusive of Saturday and Sunday) before the meeting is scheduled. The requirement for notice for a particular meeting may be waived by unanimous consent of the entire membership of the committee or subcommittee involved.
- 4.19 Action (other than deferral or proposed action, or adjournment) by a committee or subcommittee must be authorized by vote of a majority of those present and entitled to vote.
- 4.20 Each committee and subcommittee may determine and declare that all or any portion of any of its meetings is closed, and may thereupon exclude from the meeting all whose presence is inappropriate. Open meetings may be attended by interested spectators. Non-members of a committee or subcommittee shall not have the right to speak in a committee meeting except upon invitation by the committee or subcommittee. Each committee retains power to exclude anyone whose presence is disruptive to the meeting.

- 4.21 Senate Committees may determine the requirements for reports from subcommittees under their jurisdiction. Provision for presentation of minority opinions should be made.
- 4.22 When a committee has under consideration a matter within its jurisdiction, the matter may be removed from its consideration only by action of the University Senate.
- 4.23 Undue influence of committee deliberations and processes or violations of established committee procedures shall be reported to the University Senate.
- 4.24 At the beginning of the academic year the Secretary of the Senate shall take steps to ascertain that Senate Standing Committees have been organized and are functioning. The Secretary shall make a report to the Senate at the October meeting certifying the status of the Standing Committees and shall furnish each Senate member a list of meeting times and places of each committee and subcommittee. Committee Chairmen except the Chairman of the Committee on Academic Freedom and Tenure will give the Secretary of the Senate 10 days before each regular Senate meeting, a brief listing of the investigations and legislation under the consideration of the committee. The Secretary will furnish each Senator a copy of these listings for each regular Senate meeting.
- 5.0 STANDING COMMITTEES AND DESIGNATED SUBCOMMITTEES
- 5.1 The standing committees of the University Senate and designated subcommittees are those shown in 5.2-13.
- 5.2 Committee on Committees (By-Laws). The Committee on Committees determines the constituency of all other committees and specified subcommittees of the Senate and regulates the Senate agenda. It consists of the President of the University, the Chairman of the committee on Committees, the Vice-Chairman of the Senate, the Chairman of the Committee on Student Rights, and five additional members, one of whom shall be a student selected by the Chairman of the Committee on Committees and the President of the University in consultation with the Vice-Chairman of the Senate and Chairman of the Committee on Student Rights.
- 5.3 Educational Policies Committee. The Educational Policies Committee shall recommend the establishment of policies for the University concerning the articulation and achievement of the educational goals of the University. Toward these ends, the Committee is concerned with educational planning, new all-University or intercollege educational programs, as well as the provision for continuous study of the various areas of educational activity and the development of such recommendations as will guide the University in effective direction toward its aims and purposes, and the needs of the society it serves. The Committee shall be concerned with, but not necessarily confined to, the following areas and responsibilities: Purpose and programs, new faculty orientation, University calendar and schedule, international education, sabbatical leaves, and research and experimentation funds.

The Academic Research Subcommittee (ad hoc) - Students only - Established by Senate action February 1973. The subcommittee is composed solely of students responsible for investigating areas of academic policy with

particular emphasis on points of student concern. This subcommittee may suggest policy revisions to the Educational Policies Committee or other agencies of the University.

The Admissions Subcommittee. The subcommittee recommends policy governing the admission of new students to the University. The subcommittee shall include in its membership at least one student member of the University.

Animal Care Subcommittee. This subcommittee is responsible for administration of animal care in light of University policy and legal requirements.

Experimentation Fund Subcommittee. This subcommittee is to allocate the experimentation fund, and to promote and facilitate experimentation in teaching on the Drake campus.

International Education Subcommittee. This subcommittee is responsible for matters related to the various aspects of international education programs in which the University may participate.

Research Subcommittee. The Research Subcommittee is to allocate research funds in the most equitable manner to maximize the best use of these funds. The subcommittee is also to propose policies to promote and facilitate scholarly research and creative activity on the Drake campus.

New College Subcommittee. This subcommittee is to regulate programs within New College, to approve courses to be offered, to administer and evaluate those courses and to grant New College credits.

- 5.4 University Development Committee. The University Development Committee shall recommend policies to guide the University in generating the resources needed to achieve its educational goals. Its concerns should be in the areas of fund raising, alumni and parent relations, and other University Development programs.
- 5.5 Educational Services Committee. The Educational Services Committee shall recommend to the Senate establishment of policies and practices regarding such instructional services as Audio-Video, Library, Instructional Materials Production, Computer Services, and Honorary Degrees.

Subcommittees for Audio-Video Services, Library Services, Computer Services, and Honorary Degrees, each responsible for the services and facilities present or planned designated by its name, shall be assigned the following tasks:

- A. To recommend to the Educational Services Committee policies and practices relevant to its assigned area of service.
- B. To insure that its services and facilities give highest priority to educational purposes while also adequately and efficiently meeting research and administrative needs.
- C. To insure that there is broadest possible communication with faculty, students, staff, and administration in regard to its services and facilities.
- D. To serve as an advisory committee to staff and administrators who work with its instructional service.

The Honorary Degrees Subcommittee shall in addition be responsible for securing and screening recommendations for recipients of honorary degrees.

- 5.6 Committee on Student Life. The committee shall recommend to the Senate desirable policies for student development. The Committee shall be concerned with, but not necessarily confined to, the following areas and responsibilities: student services, judicial review, student residences, orientation, financial aids, student fee allocations, off-campus speakers, and convocations.

The Financial Aids Subcommittee. This subcommittee shall recommend to the Committee on Student Life policies for scholarships, grants-in-aid, small loans, and tuition rebates.

Student Fee Allocations Subcommittee. This subcommittee will allocate activity funds, appraise the activity allocation system, and make recommendations to the Committee on Student Life concerning changes in policies in student fee allocations. The Committee on Student Life shall hear any appeals of the budget allocations of receiving groups. The student members of this subcommittee should be from freshman, sophomore, or junior classes, and constitute two-thirds of the subcommittee membership.

AFROTC Scholarship Subcommittee. This subcommittee was not re-appointed for the 1974-75 year.

Graduate Scholarship Subcommittee. This subcommittee was not re-appointed for the 1974-75 year.

- 5.7 Committee on Business Affairs. The Committee on Business Affairs shall deal with such business concerns as insurance and retirement provisions, property maintenance, and landscaping. It shall also establish the policies which govern the use of the Faculty House.

Employee Insurance and Retirement Benefits Subcommittee. The Committee on Business Affairs has been authorized to continue an Employee Insurance and Retirement Benefits subcommittee formerly known as the Fringe Benefits Committee. This subcommittee is concerned with various aspects of insured benefits for members of Drake University.

Faculty House Subcommittee. This subcommittee is to oversee the use of the Faculty House and is responsible for initiating action to bring about possible improvements in facilities and services there.

Parking Facilities and Regulations Subcommittee (ad hoc). This subcommittee was not re-appointed for the 1974-75 year.

- 5.8 Senate Committee on Rules and Operations (By-Laws). The Committee on Senate Rules and Operations shall establish operational procedures for the orderly conduct of the Senate's Business. It shall study and recommend to the Senate desired changes or amendments to the By-Laws of the University. The Committee shall ascertain whether Senate action has been put into effect and whether there is compliance with the By-Laws. The Chairman of the Committee is the Vice-Chairman of the University Senate.

- 5.9 Human Rights Committee. (By-Laws) The Human Rights Committee shall make recommendations to the Senate for changes in policies and practices within the University which concern the dignity and rights of any of its members. It shall assist the appropriate University officials in resolving conflicts between individual members of the University community. It shall exercise the judicial functions formerly exercised by the Off-Campus Speakers Committee.
- 5.10 The Committee on Academic Freedom and Tenure (By-Laws). This Committee has seven regular members and alternates. Members of the committee and alternates are members of the Faculty of Instruction with tenure. Not more than one member of any department shall serve as a committee member or as an alternate at the same time. The Chairman is elected by the Committee annually in December. Alternates are called on to serve on the Committee in the order of preference provided by the electing authority. Committee members and alternates, except those elected for short terms to fill vacancies and first elected, serve three year terms. The terms of office are staggered on a basis of three-two-two with annual election.
1. The Committee has authority to appoint a lawyer to act as its counsel, the cost being borne by the University.
 2. The Committee hears complaints brought before it and from time to time reviews the University procedures relating to academic freedom and tenure and recommend actions.
- 5.11 Athletic Council (By-Laws). The Athletic Council reports to the Senate and makes recommendations regarding policy and program to the Senate for action. It is responsible for formulating and enforcing policy regarding inter-collegiate athletics in which the University participates, and inauguration of new programs. The Council has jurisdiction over the scheduling of contests and granting of awards. Its membership consists of the Director of Athletics, Vice-President of Business and Finance, six persons from the Faculty of Instruction, three alumni, one of whom may be an employee of the University, and three students, one of whom may be a participant in inter-collegiate athletics. The Council meets regularly once a month during the academic year and at other times upon call of the Chairman.
- 5.12 Board of Student Communications. The Board of Student Communications is a standing committee of the University Senate with the authority and responsibilities outlined in the policy statement on student communications.
- 5.13 Committee on Student Rights (By-Laws). The committee chairman shall be a student member of the University Senate selected by a caucus of the student members of the Senate. The President of the Student Body shall preside during the caucus but shall not be eligible for selection as the Chairman of the Committee on Student Rights. The Committee shall consist of six additional members of the student body. The Committee shall act as an ombudsman in behalf of the student body to assure adherence to University policy, procedures, and rules, reporting to the Senate as necessary, and the Committee may make recommendations to the Senate, Student-Faculty Council, appropriate Senate Committee, or appropriate administrative officer.

5.14 Committee on University Investments. Composed of two faculty members, two student members and one member of the administrative staff. To make recommendations to the Committee on Investments and Finance of the Board of Trustees as to how the University should cast proxy ballots on shareholder or management resolutions of social significance when such resolutions are raised in anticipation of annual stockholders' meetings of corporations in which the University is a shareholder. To serve as a clearing house for suggestions and requests from members of the University Community regarding social responsibility in University investment policies.

5.15 Committee on Professional Activities, Copyrights, and Patents. The Committee on Professional Activities, Copyrights and Patents shall be appointed yearly by the Committee on Committees. Its membership shall consist of one member from each of the University Colleges. After the first year, at least half of the members shall have served as members previous to the new appointment. The member from the Law School should be familiar with the law pertaining to copyrights and patents. The Chairman shall be selected by the members for a two year term. The duties of the Committee are:

- A. To devise and implement a procedure for evaluating, obtaining and developing any copyright, invention, or patent in which the University has an equity. Use of such procedure may be extended to faculty members with sole rights to a copyright, patent, or invention.
- B. To receive a copy of all written agreements under the Disclosure requirements and to evaluate the equity rights provided for in such agreements.
- C. To determine the degree of the University's equity in copyrights, inventions, and patents developed as a result of University assigned and directed duties.
- D. Where disputes arise from University Copyrights and Patents Policy, such disputes shall be submitted to the Committee for equitable settlement. When considering such disputes the Committee shall be enlarged for the duration of the dispute by one member selected by each party to the dispute.
- E. To review the University policy on University professional activities, copyrights, and patents and to submit recommendations for change to the University Senate.

5.16 Bicentennial Committee (ad hoc). Established by Senate action-February 1973. The Committee will serve to instigate, organize, and coordinate the efforts of Drake University in making its contribution to the American Revolutionary Bicentennial Celebration. Committee membership will include members of the faculty, administration and student body.

5.17 Committee on Status of the Profession (ad hoc). Established Fall 1973. The ad hoc committee's purpose is to review the faculty personnel system, to recommend policies and procedures desirable to achieve institutional vitality, flexibility, and stability, and to insure the economic and professional well-being of those associated with it over the next two decades. Such a study may take more than one year. It should result in recommendations which may be made to the University Senate, to the President of the University, to the Vice-President for Academic Administration, to the Council of Deans, or to other governmental agencies of the University.

THE DRAKE UNIVERSITY SENATE MEMBERSHIP AND COMMITTEES

1975 - 1976

The members of the Senate are elected annually or hold office by virtue of their positions.

OFFICERS OF THE SENATE

Chairman:	Miller, Wilbur C.	Chairman, Committee on
		Committees: Clark, Jr., C.
Vice Chairman:	VanDyck, Rosemarie	Walter
		Secretary: Scheetz, Robert C.

MEMBERS EX OFFICIO (10)

Benton, Byrl
Canfield, Earle
Jackson, Paul
Johnson, Leland
Langerman, Philip

Miller, Wilbur
Peebler, Richard
Scarlett, John
Schwartz, Alfred
Strentz, Herbert

ADMINISTRATIVE OFFICERS APPOINTED BY THE PRESIDENT (7)

Adams, Donald
Dahl, Orin
Karnes, Robert
Kasten, Carl

Smith, Hoke
Stoppel, William
Wagoner, Ralph

ADMINISTRATIVE OFFICERS ELECTED BY ADMINISTRATIVE STAFF (2)

Brodie, Robert

Hanks, O.W. "Woody"

FACULTY MEMBERS ELECTED AT-LARGE (28)

Berry, Dale
Breymann, Walter
Burden, Carol
Clark, Jr., C. Walter
Crane, Frederick
Duncan, James
Dyer, C. Edward
Dyer, Prudence
Easley, Eddie
Fellers, Marvin
Granberg, C. Boyd
Hess, Stanley
Houf, Walter
Kukowski, Beverly

Landis, Larry
McCaw, John
McNurlen, Lewis
Moon, Donald
Nelson, Charles
Page, Curtis
Pugh, Raymond
Robinson, David
Roettger, Charles
Rogers, Rodney
Rowley, Charles
Tiedeman, Stuart
VanDyck, Rosemarie
Wilhoit, Francis

FACULTY MEMBERS ELECTED BY COLLEGE FACULTIES (14)

Business Administration
Education
Fine Arts
Journalism
Law
Liberal Arts
Pharmacy

Simpson, Lou Ann; Tearney, Michael
Stjernberg, Lloyd; Williams, W.C. "Bill"
Ericson, Jon; Shultz, Robert
Largen, Robert; Paine, Fred
McDonough, T.J.; Yeager, Jack
Kline, Elliot; Woodworth, Wayne
Morrow, Richard; Southard, Wendell

STUDENTS ELECTED AT-LARGE (10)

Brown, Floyd Keith
Carey, Elizabeth Lee
Chlumecky, Rene
Franson, Marc
Harrington, Tim

Henderson, Tom
Riley, Kelly
Ryan, Dudley
Schuman, Robert
Werner, Tom

STUDENTS ELECTED FROM COLLEGES (9)

Behrens, Peggy (BUS)
Bohnenkamp, Pazzi (GRAD)
Dickstein, Ronald (FA)
Huff, Michael (PHARM)

Mabrey, Gary (LA)
Mitchell, Peter (JOURN)
Novak, Linda (ED)
Violette, Eddie (CCE)

(Law)

STANDING COMMITTEES
AND
SUBCOMMITTEES

COMMITTEE ON COMMITTEES (Required by the University ByLaws)

The Committee on Committees determines constituency of all other committees of the University Senate and specified subcommittees of the Senate and regulated the Senate agenda. The members are:

*Clark, C. Walter, Chairman	<u>Student Members</u>
*Berry, Dale	*Franson, Marc
Hillman, A. Douglas	*Henderson, Tom
*Miller, Wilbur	
Prentice, Marjorie	
*Shultz, Robert	
*VanDyck, Rosemarie	

EDUCATIONAL POLICIES COMMITTEE

This Committee recommends establishment of policies concerning articulation and achievement of educational goals of the University. It is concerned with educational planning, new all-University or inter-college educational programs, as well as provision for continuous study of various areas of educational activity and development of such recommendations as will guide the University in effective direction toward its aims and purposes and needs of the society it serves. The areas and responsibilities include but are not limited to: admissions, purpose and programs, new faculty orientation, University calendar and schedule, teacher education, international education, sabbatical leave, research and experimentation funds. The members of the Educational Policies Committee are:

*Nelson, Charles, Chairman	<u>Student Members</u>
Bowers, Newton	*Bohnenkamp, Pazzi
*Dyer, Prudence	*Mitchell, Peter
Hicks, John	Pappas, John
*Robinson, David	
*Scheetz, Robert	
*Smith, Hoke	
Woodward, Robert	

* Indicates member of the University Senate

Academic Research Subcommittee

Students only.

The subcommittee is composed solely of students responsible for investigating areas of academic policy with particular emphasis on points of student concern. This subcommittee may suggest policy revisions to the Educational Policies Committee or other agencies of the University. The members are:

*Mitchell, Peter, Chairman
*Behrens, Peggy
Cady, Mary

*Franson, Marc
Galan, Kerry
Jones, Kathleen
Wehde, John

** One Freshman student to be named to this committee in the Fall.**

Admissions Subcommittee

The Admissions Subcommittee recommends policy governing admission of new students to the University. The members are:

*Erickson, Leonard, Chairman
Anderson, Robert
Crate, Carole
*Fellers, Marvin
Hanzelon, Robert
James, Barbara
Seaquist, David
Tanner, Dennis

Student Members
Rotenberk, Lori

Animal Care Subcommittee

This subcommittee is responsible for administration of animal care in light of University policy and legal requirements. The members are:

Whitehouse, James, Chairman
Crate, Carole
Starch, C.J. (D.V.M.)
Stratton, Donald
Teppert, William

Student Members
Read, Robert
Savage, James

Experimentation Fund Subcommittee

This subcommittee is to allocate the experimentation fund, and to promote and facilitate experimentation in teaching on the Drake campus. The members are:

Magee, Laura, Chairman
Autrey, Max
Bliss, Robert
Castleman, Donald
Penniman, Terry
Warrick, Walter

Student Members
Culver, Kenneth
Townsend, Allison

International Education Subcommittee

This subcommittee is responsible for matters related to the various aspects of international education programs in which the University may participate. The members are:

Heilman, Charles, Chairman
Burgess, Elaine
Fisher, Joseph
Lin, Tsung-kuang
Luke, James
Prieto, Hilda
Smith, Alan
Towne, Dorothy
Veeder, David

Student Members
Johnson, Jenny
*Novak, Linda
Ross, Kim
Ruhl, Cindy
Vatalaro, Patricia
Wright, Lindsay

Research Subcommittee

The Research Subcommittee is to allocate research funds in the most equitable manner to maximize the best use of these funds. The subcommittee is also to propose policies to promote and facilitate scholarly research and creative activity on the Drake campus. The members are:

Short, Larry, Chairman
Angrick, William
*Canfield, Earle
Cleveland, Charles
Drumheller, Sidney
Forston, Robert
Hoganson, Dean

Student Members
Bell, Robert
Cox, Rich
Martin, Jill

New College Subcommittee (Membership selected by previous committee.)

This subcommittee is to regulate programs within New College, to approve courses to be offered, to administer and evaluate those courses and to grant New College credits. The members are:

Keyworth, Donald
Killian, Rodney
*Stjernberg, Lloyd
Wolter, Louis

Student Members
Meyer, Gem, Chairman
Armstrong, Jeff
Kloap, Kathryn
Knuth, Sheryl

This subcommittee was named by the 1974-75 Committee on Committees.

UNIVERSITY DEVELOPMENT COMMITTEE

The University Development Committee shall recommend policies to guide the University in generating the resources needed to achieve its educational goals. Its concerns should be in the areas of fund raising, alumni and parent relations, and other University Development programs. The members are:

*Rogers, Rodney, Chairman
Chastain, James
*Dahl, Orin
Dorff, Nancy
Sands, Golda

Student Members
Asprooth, Vicki
Carano, Rick
Culver, Kenneth

EDUCATIONAL SERVICES COMMITTEE

The Committee on Educational Services shall recommend to the Senate establishment of policies and practices on behalf of the University Senate regarding such instructional services as audio-video, library, instructional materials production, computer services, and honorary degrees. The members of this Committee are:

*Moon, Donald, Chairman
Campbell, Bruce
*Duncan, James
Durrenberger, W.J.
Jones, David

Student Members
*Novak, Linda
Stoll, Glenn

Audio-Video Services Subcommittee

This subcommittee is responsible for the following tasks:
(a) to recommend to the Educational Services Committee policies and practices relevant to its assigned area of service; (b) to insure that its service and facilities give highest priority to educational purposes while also adequately and efficiently meeting research and administrative needs; (c) to insure that there is broadest possible communication with faculty, students, staff, and administration in regard to its services and facilities; and (d) to serve as an advisory committee to staff and administrators who work with its instructional service. The members are:

*McNurlen, Lewis, Chairman
Aguilar, Juan
Kodama, Robert
Vennard, Bruce
West, Edward

Student Members
Kirk, Bee
Lunsford, Jeffery
O'Brien, Hank
Semonchik, James

Library Services Subcommittee

This subcommittee is responsible for the following tasks:
(a) to recommend to the Educational Services Committee policies and practices relevant to its assigned area of service; (b) to insure that its service and facilities give highest priority to educational purposes while also adequately and efficiently meeting research and administrative needs; (c) to insure that there is broadest possible communication with faculty, students, staff, and administration in regard to its services and facilities; and (d) to serve as an advisory committee to staff and administrators who work with its instructional service. The members are:

Wannamaker, John, Chairman
Archer, Julian
Bjornstad, William
Blakely, Paul
Gold, Steve
*Stoppel, William
Wolk, Harry

Student Members
Carpenter, Alan
Frank, Bruce
Scott, Joy
Uhlar, Robert

Computer Services Subcommittee

This subcommittee is responsible for the following tasks: (a) to recommend to the Educational Services Committee policies and practices relevant to its assigned area of service; (b) to insure that its service and facilities give highest priority to educational purposes while also adequately and efficiently meeting research and administrative needs; (c) to insure that there is broadest possible communication with faculty, students, staff, and administration in regard to its services and facilities; and (d) to serve as an advisory committee to staff and administrators who work with its instructional service. The members are:

Kraft, George, Chairman
Haiduk, Harry
Holmes, John
Lutz, Robert
Madison, Donald
Pekarek, Edward
*Wagoner, Ralph

Student Members
Blake, Roger
Feder, Philip
Warrick, Phillip

Honorary Degrees Subcommittee

This subcommittee shall be responsible for securing and screening recommendations for recipients of honorary degrees. The Committee will normally report to the Educational Services Committee in January and make its annual report at the regularly scheduled Senate meeting in February. The members are:

Joslin, Paul, Chairman
*Crane, Frederick
Hall, Marion
Meglitsch, Paul
*Page, Curtis
Ryman, Arthur
*Wagoner, Ralph

Student Members
Crow, Lesa
Riemer, Sandra
Wechsler, Bruce

COMMITTEE ON STUDENT LIFE

The committee shall recommend to the Senate desirable policies for student development. The committee shall be concerned with, but not necessarily confined to, the following areas and responsibilities: student services, judicial review, student residences, orientation, financial aids, student fee allocations, off-campus speakers, and convocations. The members are:

*Simpson, Lou Ann, Chairman
*Adams, Donald
Bryan, Wayne
Howlett, Phyllis
Keyworth, Donald
Mullins, Mary
*Stjernberg, Lloyd

Student Members
*Carey, Elizabeth Lee
*Dickstein, Ronald
Janssen, Dallas
Richardson, Kathy
*Ryan, Dudley
Smith, Kerry
Williams, Larry

Financial Aids Subcommittee

The Financial Aids Subcommittee recommends to the Committee on Student Life the establishment of policies for scholarships, grants-in-aid, loans, tuition rebates and other financial aid to students administered through the University. The members are:

Hainlin, Lewis, Chairman
Flowerree, Ralph
*Karnes, Robert
*Kukowski, Beverly

Student Members
Burken, Russell
*Huff, Michael

Student Fee Allocations Subcommittee

The Student Fee Allocations Subcommittee shall be a subcommittee to allocate student activity funds, appraise the activity allocation system and make recommendations concerning changes in policies in student fee allocations. The Committee on Student Life shall hear any appeals of the budget allocations of receiving groups. Students members are to constitute two-thirds of the membership of this subcommittee and shall be from the freshman, sophomore or junior classes. The members are:

Brown, Larry, Chairman
*Brodie, Robert
Mosher, George

Student Members
*Chlumecky, Rene
Foster, Dennis
*Harrington, Tim
Holzgraefe, John
Kloap, Kathryn
Roby, Mark
Segal, Gary

Graduate Scholarship Subcommittee

Discontinued by Committee on Committees action September 3, 1974.

COMMITTEE ON BUSINESS AFFAIRS

This Committee deals with such business concerns as insurance and retirement provisions, property maintenance and landscaping. It also establishes policies governing the use of the Faculty House. The members of the Committee are:

*Tearney, Michael, Chairman
Cunning, Willis
Hunter, Robert
*Kasten, Carl
Kingsbury, Phyllis
Pattenaude, Richard

Student Members
Fields, Marty
Tisdell, John

Employee Insurance and Retirement Benefits Subcommittee

The Committee on Business Affairs has been authorized to continue an Employee Insurance and Retirement Benefits Subcommittee formerly known as the Fringe Benefits Committee. This subcommittee is concerned with various aspects of insured benefits for members of Drake University. The members are:

Adams, Warren, Chairman
Busch, Carl
Cioccio, Ellen
Hobbs, Gary
*Kasten, Carl
VanDeventer, Herbert
Woods, Joe

Faculty House Subcommittee

This subcommittee is to oversee the use of the Faculty House and is responsible for initiating action to bring about possible improvements in facilities and services there. The members are:

Petz, Jerome, Chairman
Oxley, Theron
Paquette, William
Stoppel, Kaye

Parking Facilities and Regulations Subcommittee

Discontinued by Committee on Committees action September 3, 1974.

COMMITTEE ON SENATE RULES AND OPERATIONS
(Required by the University ByLaws)

The Committee on Senate Rules and Operations has established operational procedures for orderly conduct of Senate business. It studies and recommends to the Senate desired changes or amendments to ByLaws of the University and ascertains whether Senate action has been put into effect and whether there is compliance with the ByLaws. The members of the Committee on Senate Rules and Operations are:

*VanDyck, Rosemarie, Chairman
*Breymann, Walter
*Houf, Walter
*McDonough, T.J.
*Smith, Hoke
*Williams. W.C. "Bill"

Student Members
*Behrens, Peggy
*Riley, Kelly

HUMAN RIGHTS COMMITTEE

The Human Rights Committee makes recommendations to the University Senate for changes in policies and practices within the University which concern the dignity and rights of any or its members; it shall assist the appropriate University officials in resolving conflicts between individual members of the University community. It shall exercise the judicial functions formerly exercised by the Off-Campus Speakers Committee. Its members are:

*Kline, Elliot, Chairman
Burns, Stuart
Diaz-Peterson, Rosendo
Durden, Betty
Johnson, Janet
Lloyd, Margaret
Solomon, Vansanth

Student Members
Bennett, Jo Ann
Mullen, Tom
Smith, James

COMMITTEE ON ACADEMIC FREEDOM AND TENURE
(Required by the University ByLaws)

The function of this Committee is to hear all complaints brought before it, and from time to time review the University procedures relating to academic freedom and tenure and recommend actions. It may appoint a lawyer to act as its counsel. Only Faculty of Instruction members with tenure may serve on this Committee. No more than one member of any department shall serve as a member or alternate at the same time. The members are:

Class of 1977-78

*Breymann, Walter
*Ericson, Jon
*Yeager, John

Alternate: Good, Leonard
Alternate: Torgerson, Jon
Alternate: Woods, Elsworth

Class of 1976-77

Eckley, Grace
*Easley, Eddie

Alternate: Oxley, Theron
Alternate: Lucas, Gene

Class of 1975-76

Riggs, Phillip
*VanDyck, Rosemarie

Alternate: Heilman, Charles
Alternate: Vennard, Bruce

The new appointments are those in the Class of 1977-78, both permanent members and alternates. During the Fall semester Theron Oxley will replace Grace Eckley, who will be on sabbatical leave. She will return to her position in the Spring semester.

ATHLETIC COUNCIL (Required by the University ByLaws)

The Athletic Council reports to the Senate and makes recommendations regarding policy and program to the Senate for action and is responsible for formulating and enforcing policy regarding inter-collegiate athletics in which the University participates and in inauguration of new programs. Primary considerations are to be given to educational goals of the University and benefits to students, both participants and spectators. It has jurisdiction over scheduling of contests and granting of awards. Budgetary and personnel matters are the responsibility of the administrative officers of the University.

Class of 1977-78

*Tiedeman, Stuart, Chairman
Clark, Robert (alumnus)
Willis, Paul

Student Members

*Brown, Floyd Keith
Gaffney, Todd
*Werner, Tom

ATHLETIC COUNCIL (Continued)

Class of 1976-77

Bowers, Jr., Robert
Proctor, Louis (Alumnus)
Retiz, Leonard

Class of 1975-76

Brewer, Lee (Alumnus)
*Woodworth, Wayne
*Burden, Carol

The new appointments are those in the class of 1977-78 and the three students. Carol Burden is selected to replace Michael Myszewski in the class of 1975-76 (on leave).

BOARD OF STUDENT COMMUNICATIONS

This Committee is responsible for determination of policy concerning and supervision of student publications, delegated to the Board by the University as publisher of publications. Authority duties and responsibilities are spelled out in statement of General University Policy for the Board of Student Communications, adopted by the University Senate in May 1969. The members are:

Covey, Frederick, Chairman
Baybayan, Ronald
Foster, David
Mathews, Frank
*Paine, Fred
Stroud, Theodore

Student Members
Kading, Bradley
*Mabrey, Gary
Michaelson, Ann
Mills, Cindy
Plavac, Mark
Preston, Deborah
Riemer, Sandra
*Schuman, Robert
Wells, Douglas

COMMITTEE ON STUDENT RIGHTS (Students only)
(Required by the University ByLaws)

This Committee shall act as an ombudsman in behalf of the student body to assure adherence to University policy, procedures and rules, reporting to the Senate as necessary. The Committee may make recommendations to the Senate, appropriate Senate committee, or appropriate administrative officer.

COMMITTEE ON STUDENT RIGHTS (Continued)

*Franson, Marc, Chairman
*Carey, Elizabeth Lee
Gera, Cindy
Jackson, Gerald
Perrinjacquet, Craig

Rife, Marlene
*Riley, Kelly

COMMITTEE ON UNIVERSITY INVESTMENTS

Composed of two faculty members, two student members and one member of the administrative staff. To make recommendations to the Committee on Investments and Finance of the Board of Trustees as to how the University should cast proxy ballots on shareholder or management resolutions of social significance when such resolutions are raised in anticipation of annual stockholders' meetings of corporations in which the University is a shareholder. To serve as a clearing house for suggestions and requests from members of the University community regarding social responsibility in University investment policies.

No appointments to this committee are to be made pending Senate Action to determine whether the committee should continue in operation. Its status was to be reviewed after two years and 1974-75 concluded the second year.

COMMITTEE ON PROFESSIONAL ACTIVITIES, COPYRIGHTS AND PATENTS

The Committee on Professional Activities, Copyrights, and Patents shall be appointed yearly by the Committee on Committee. Its membership shall consist of one member from each of the University Colleges. After the first year, at least half of the members shall have served as members previous to the new appointment. The member from the Law School should be familiar with the law pertaining to copyrights and patents. The Chairman shall be selected by the members for a two year term. The duties of the Committee are:

- A. To devise and implement a procedure for evaluating, obtaining and developing any copyright, invention, or patent in which the University has an equity. Use of such procedure may be extended to faculty members with sole rights to a copyright, patent or invention.
- B. To receive a copy of all written agreements under the Disclosure requirements and to evaluate the equity rights provided for in such agreements.

COMMITTEE ON PROFESSIONAL ACTIVITIES, COPYRIGHTS, AND PATENTS (Cont'd)

- C. To determine the degree of the University's equity in copyrights, inventions, and patents developed as a result of University assigned and directed duties.
- D. Where disputes arise from University Copyrights and Patents Policy, such disputes shall be submitted to the Committee for equitable settlement. When considering such disputes the Committee shall be enlarged for the duration of the dispute by one member selected by each party to the dispute.
- E. To review the University policy on University professional activities, copyrights and patents and to submit recommendations for change to the University Senate.

Sloane, William, Chairman

Abell, W. Russell

Adams, James

*Duncan, James

Steele, Mildred

Wuellner, Guy

(One representative from Pharmacy to be appointed early in the Fall)

COMMITTEE ON STATUS OF THE PROFESSION (Ad Hoc)
(Appointed Fall 1973)

The ad hoc committee's propose is to review the faculty personnel system, to recommend policies and procedures desirable to achieve institutional vitality, flexibility, and stability, and to insure the economic and professional well-being of those associated with it over the next two decades. Such a study may take more than one year. It should result in recommendations which may be made to the University Senate, to the President of the University, to the Vice President for Academic Administration, to the Council of Deans, or to other governmental agencies of the University.

*Page, Curtis, Chairman

Blakely, Paul

Brown, Lawrence

*Crane, Frederick

Gold, Steven

*Largen, Robert

Levine, Philip

Pope, Lawrence

*Prentice, Marjorie

*Schultz, Robert

*VanDyck, Rosemarie

BICENTENNIAL COMMITTEE (Ad Hoc)
(Established by the Senate February 1973)

The Committee will serve to instigate, organize and coordinate the efforts of Drake University in making its contribution to the American Revolutionary Bicentennial Celebration. Committee membership will include members of the faculty, administration and student body.

Leiser, Burton, Chairman
Blanks, David
Burns, Stuart
*Easley, Eddie
Hainlin, Lewis
Hane, Norman
Hougaling, Harriett
Miller, Dale
Mosher, George
VandenBranden, Robert

Student Members
Robert Newton
Dallas Jansson

GENERAL STUDIES COUNCIL

The Bachelor of General Studies degree is administered by the College of Liberal Arts. Policies governing the program are determined jointly by the College of Liberal Arts and an all-University General Studies Council.

Class of 1977-78

Jones, Jack
Wilson, S. Lane

Student Members
Fellers, Julie
Shepherd, William

Class of 1976-77

*Langerman, Philip
Schultz, Gerald
*Southard, Wendell

Class of 1975-76

Kleiner, Alexander, Chairman
*Roettger, Charles
Woods, Elsworth

BOARD OF TELLERS

The Board of Tellers is responsible for organizing and conducting the annual Senate elections. The Board also assists the President of the University in the election of the President's Faculty Advisory Council and any other such elections as directed by the Senate.

Timmerman, Lonnie, Chairman
LaBelle, Maurice
Lovejoy, Robert

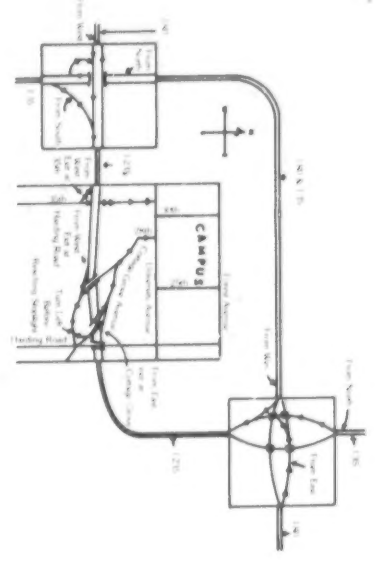
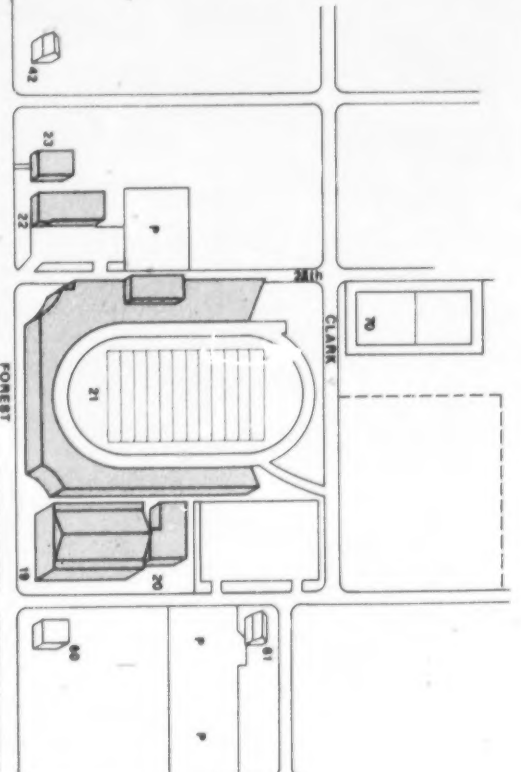
ALL-UNIVERSITY APPEALS COMMITTEE

The All-University Appeals Committee was established by Senate Motion 75-49 in April 1975. The charge to the Committee and fixing of its membership are tasks to be taken up in September.

CAMPUS KEY

Parking

1. Old Main
2. Student Union
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